

Appendix B: Survey Comments Setting Sail Category Responses

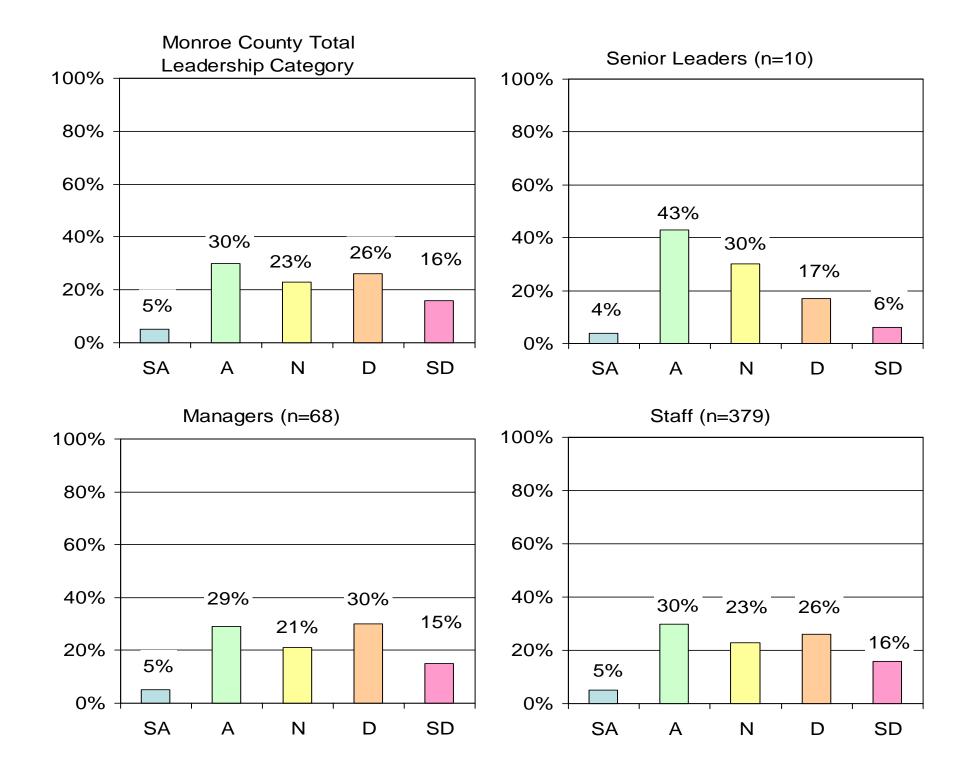
- Total Responses by Employee Type
- Specific Questions by Employee Type
- Total Category Responses by Location
- Total Category Responses by Department

Demographics

Function	Potential Responses	Actual Responses	Percent of Responses
Management Services	22	22	100%
Growth Management	76	59	78%
Community Services	120	92	77%
Fire Rescue	72	54	75%
Engineering	17	12	71%
Public Works	154	133	86%
Public Safety	18	10	56%
Solid Waste Management	13	13	100%
Administration	35	11	31%
Other	38	31	82%
TOTAL	565	459	81%

Category 1 Summary

		LEADERS	MANAGER	STAFF
>	1a I know my organization's mission.	60.0%	54.4%	52.8%
>	1b My senior leaders use our organization's values to guide us.	40.0%	19.1%	31.9
>	1c My senior leaders create a work environment that helps me do my job.	40.0%	35.3%	41.3%
>	1d My organization's leaders share information about the organization.	40.0%	29.4%	27.3%
>	1e My senior leaders encourage learning that will help me advance in my career.	80.0%	51.4%	37.1%
	1f My organization lets me know what it thinks is most important.	30.0%	25.0%	35.1%
>	1g My organization asks what I think.	40.0%	26.5%	20.5%

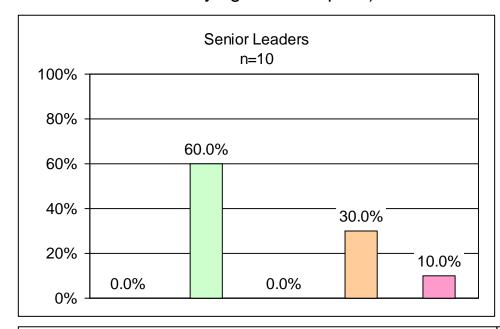


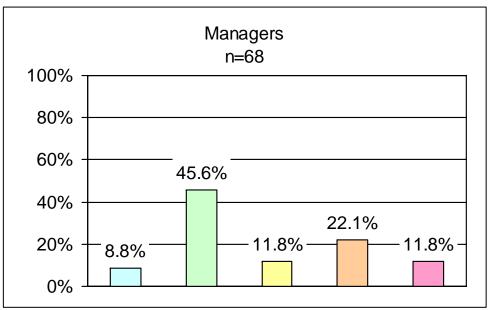
Question 1a – Leadership

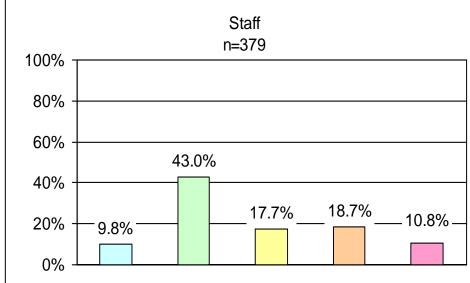
n=457 (81%)

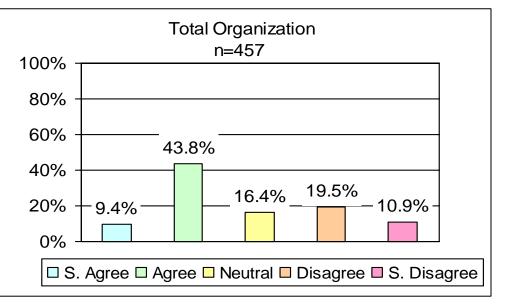
Our employees know our organization's mission (what we are trying to accomplish).

I know my organization's mission (what it is trying to accomplish).





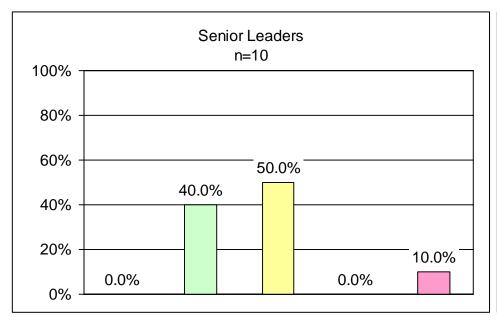


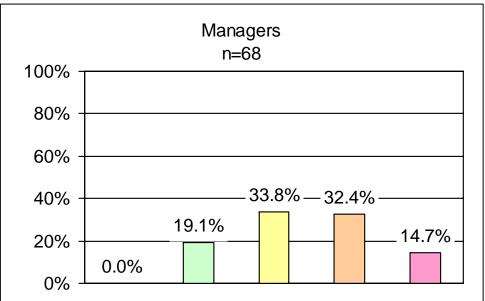


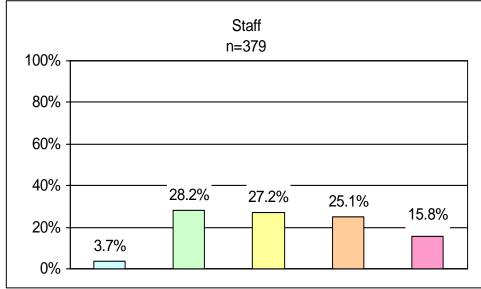
Question 1b – Leadership n=457(81%)

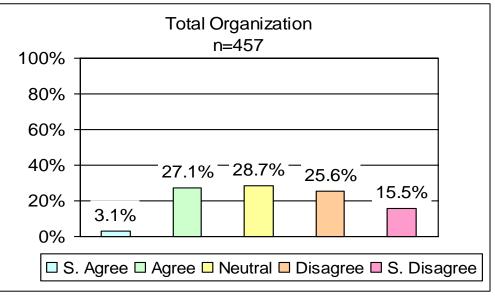
Our leadership team uses our organization's values to guide our organization and employees.

My senior (top) leaders use our organization's values to guide us.



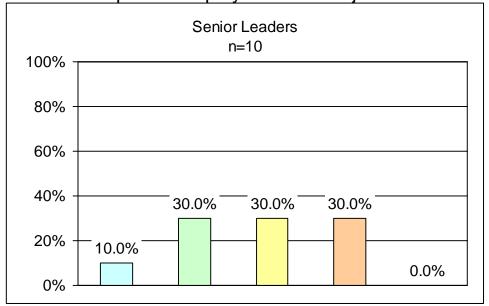




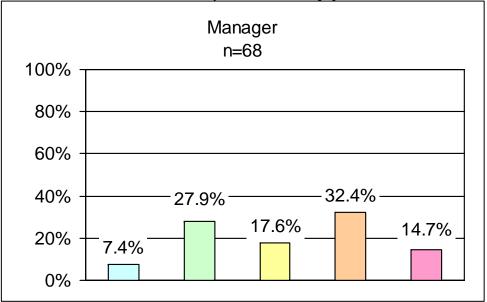


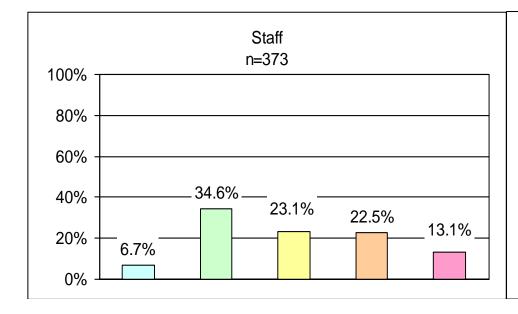
Question 1c – Leadership n=451(80%)

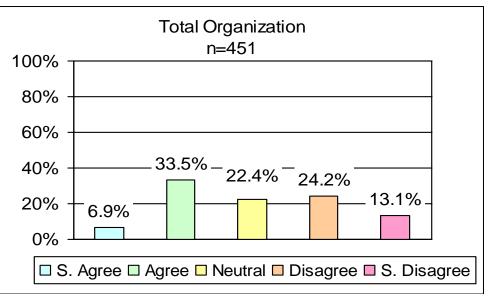
Our leadership team creates a work environment that helps our employees do their jobs.



My senior (top) leaders create a work environment that helps me do my job.

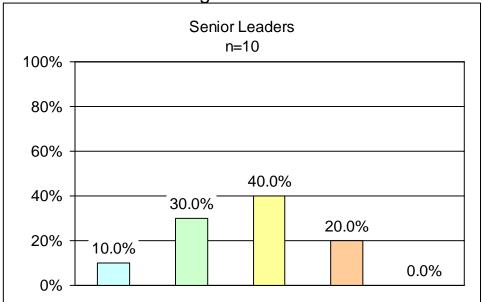




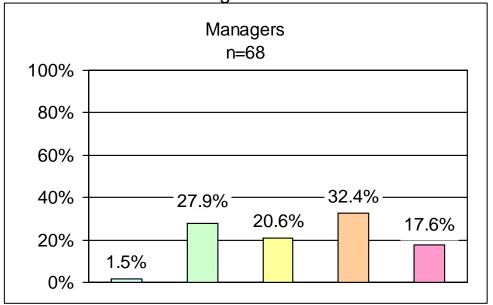


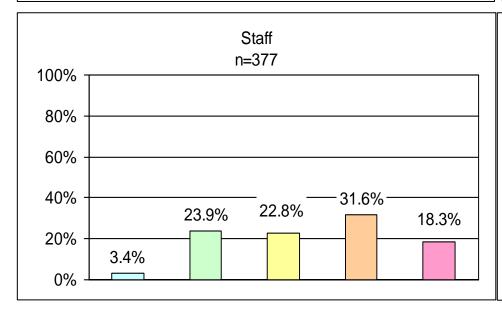
Question 1d – Leadership n=455(81%)

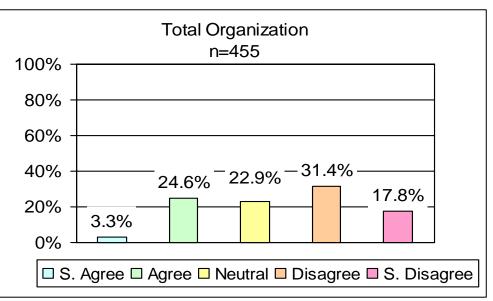
Our leadership shares information about the organization.



My organization's leaders share information about the organization.





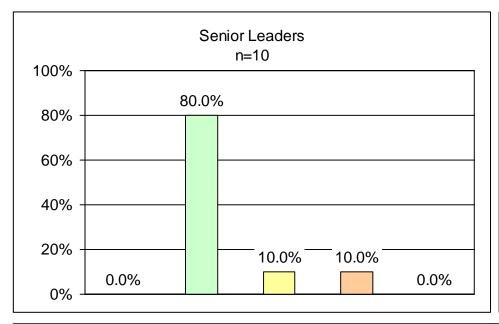


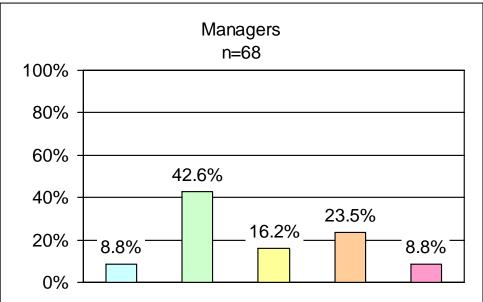
Question 1e – Leadership

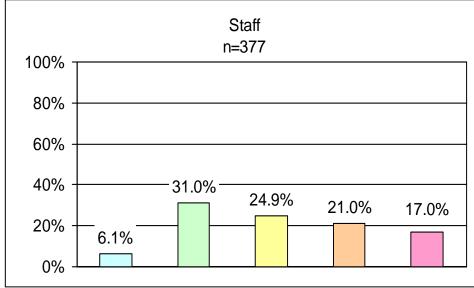
n=455(81%)

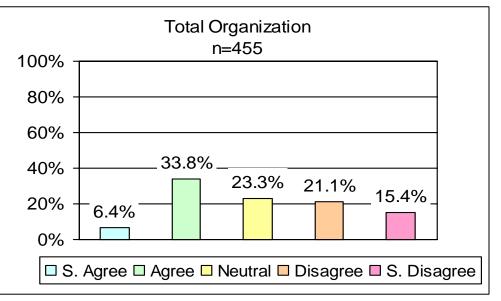
Our leadership team encourages learning that will help all our employees advance in their careers.

My senior (top) leaders encourage learning that will help me advance in my career.







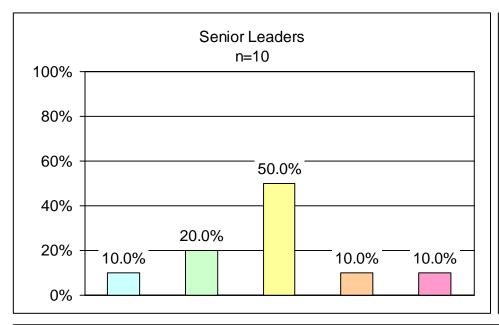


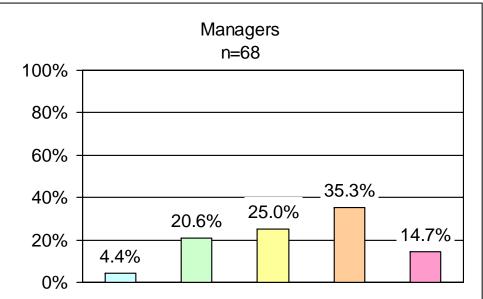
Question 1f – Leadership

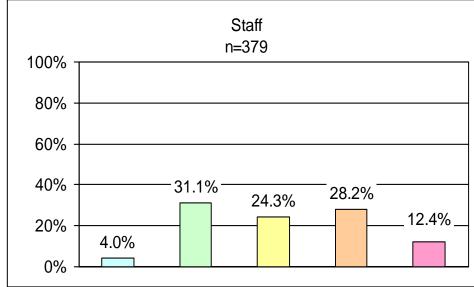
n=457(81%)

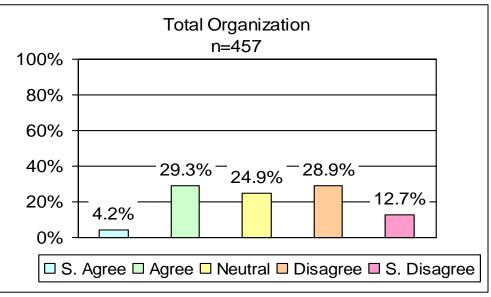
Our leadership team lets our employees know what we think is most important.

My organization lets me know what it thinks is most important.







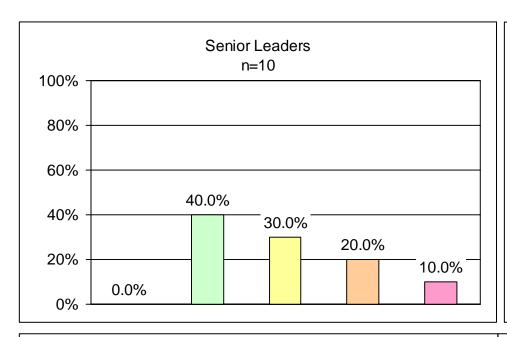


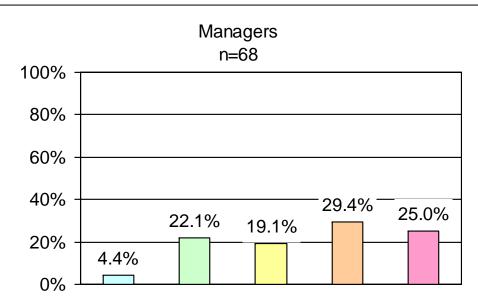
Question 1g – Leadership

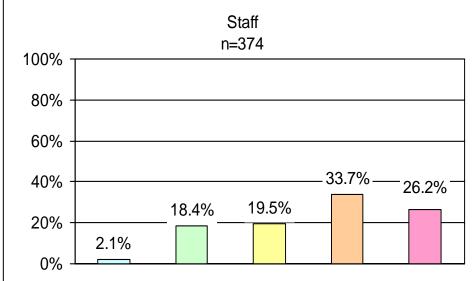
n=452(80%)

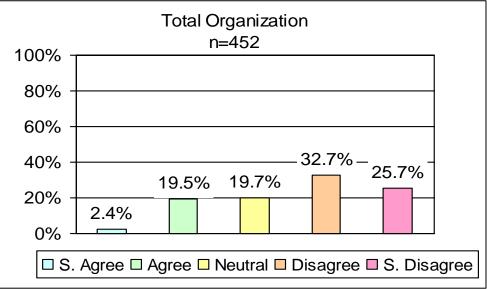
Our leadership team asks employees what they think.

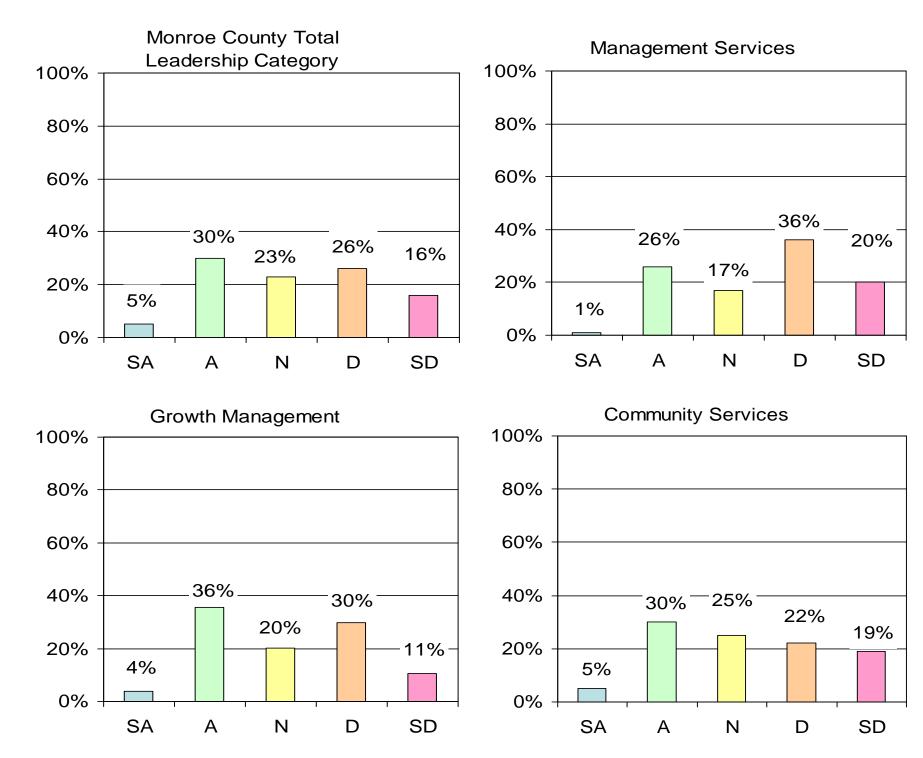
My organization asks what I think.

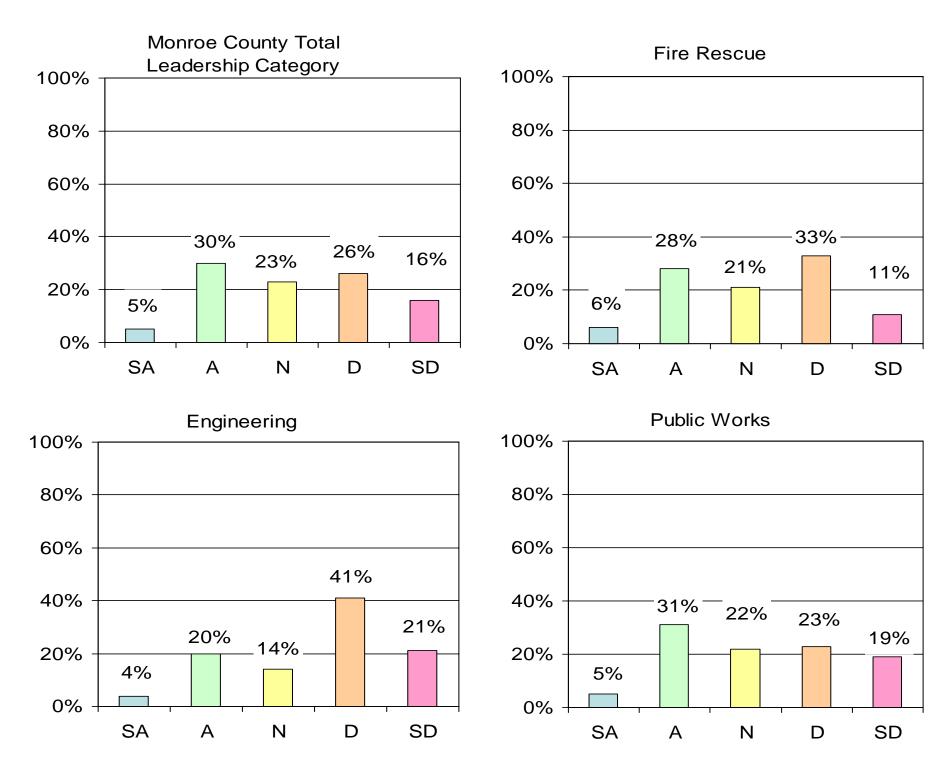


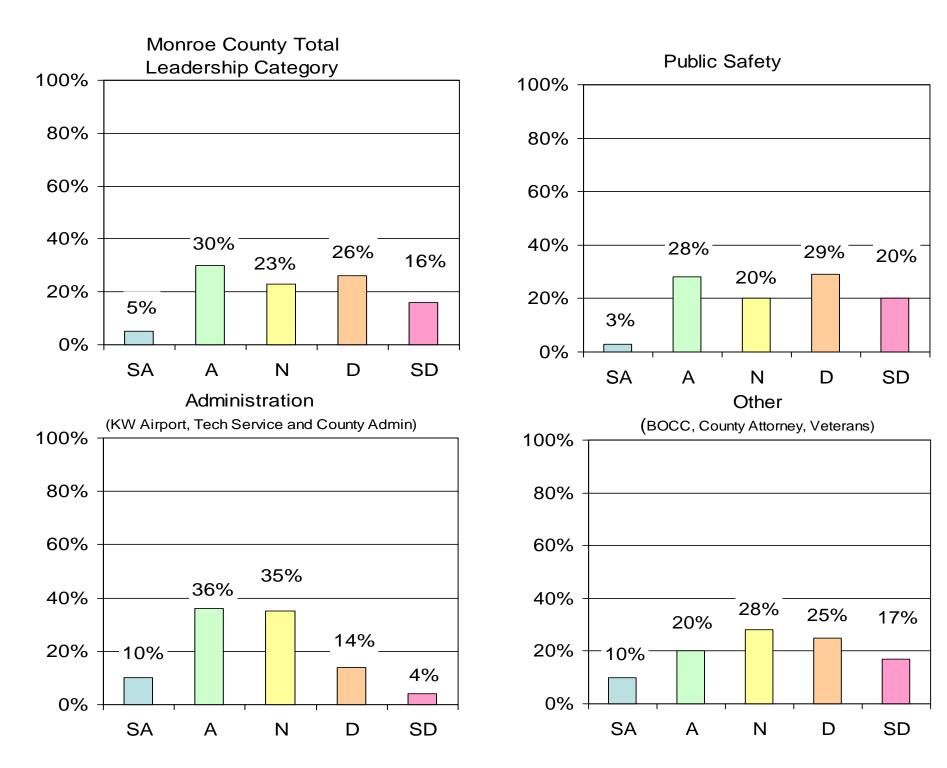




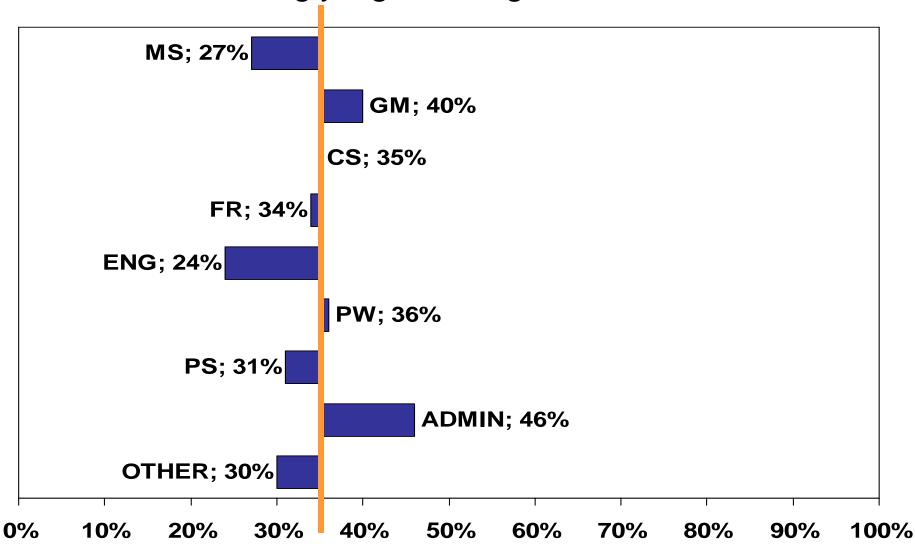






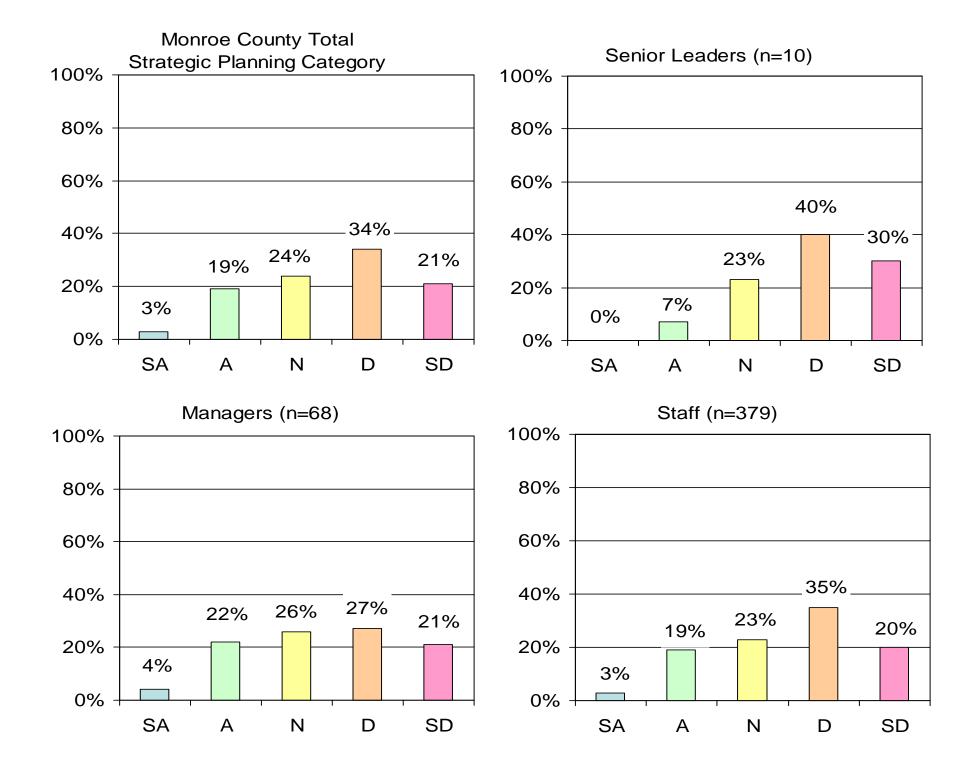


Category One: Leadership Monroe County Overall Score Strongly Agree & Agree = 35%



Category 2 Summary

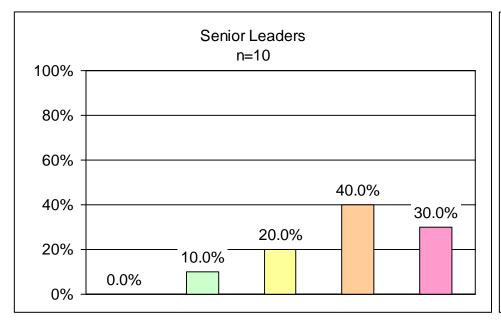
	LEADERS	MANAGER	STAFF
2a As it plans for the future, Monroe County asks for my ideas.	10.0%	16.1%	12.4%
2b I know the parts of my organization's plans that will affect me and my work.	10.0%	28.4%	28.6%
2c I know how to tell if we are making progress on my work group's part of meeting the plan.	0.0%	35.3%	24.2%

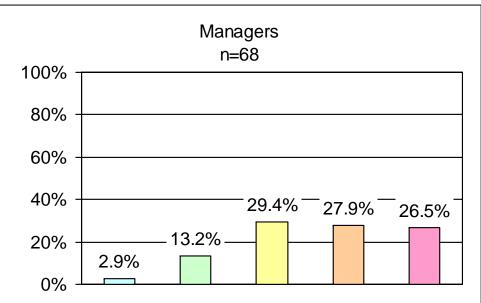


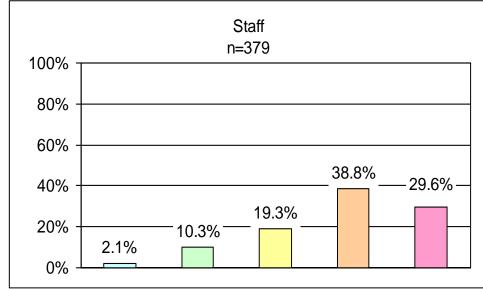
Question 2a – Strategic Planning n=457 (81%)

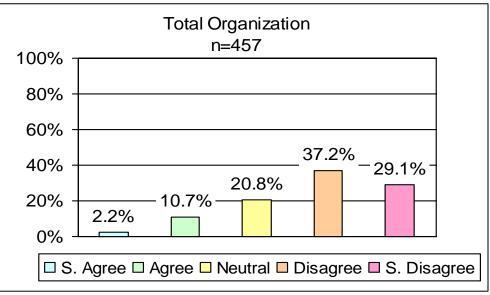
As our leadership team plans for the future, we ask our employees for their ideas.

As it plans for the future, my organization asks for my ideas.





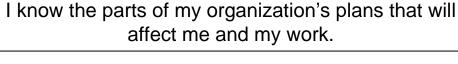


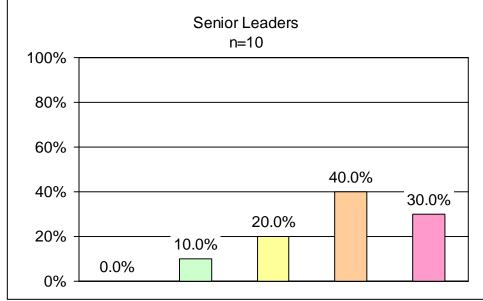


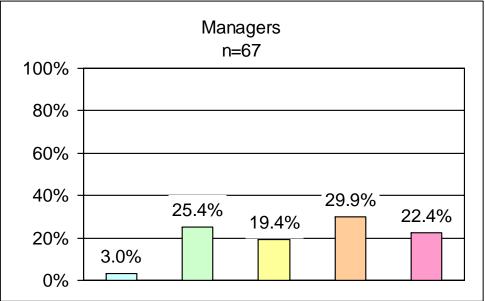
Question 2b – Strategic Planning n=455 (81%)

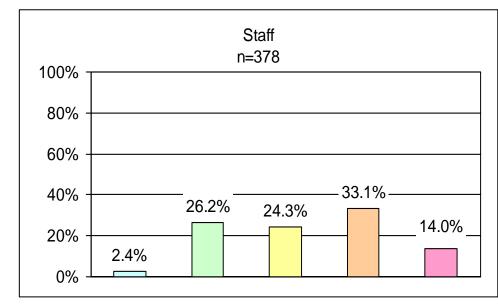
Our employees know the parts of our organization's

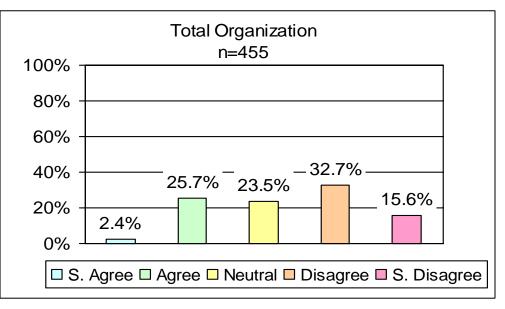
plans that will affect them and their work.







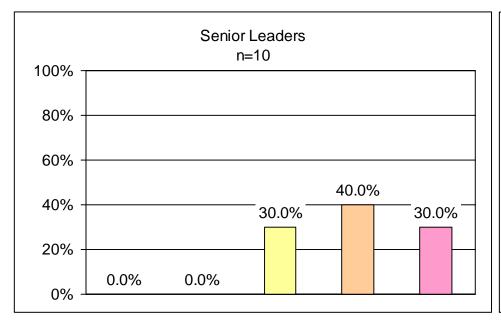


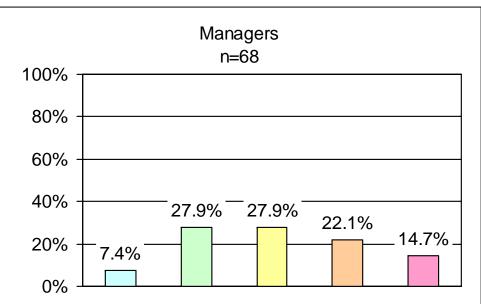


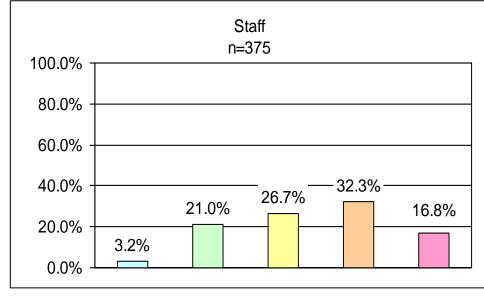
Question 2c – Strategic Planning n=453 (80%)

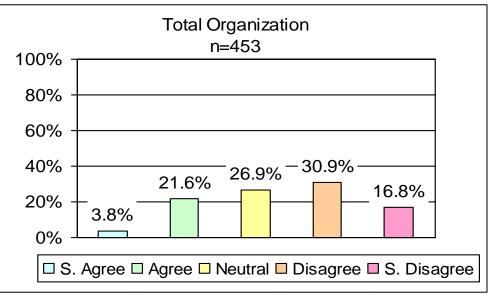
Our employees know how to tell if they are making progress on their work group's part of the plan.

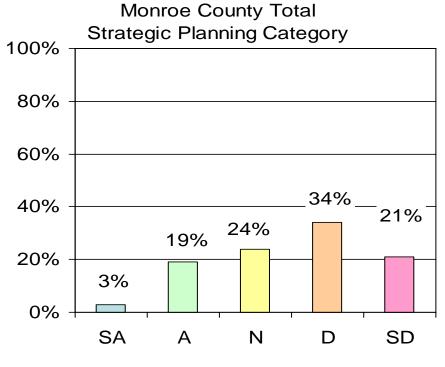
I know how to tell if we are making progress on my work group's part of the plan..

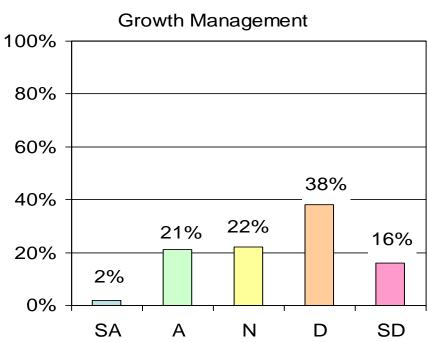


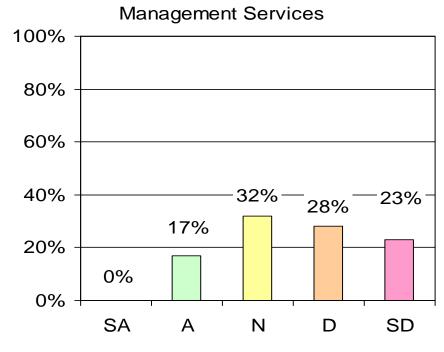


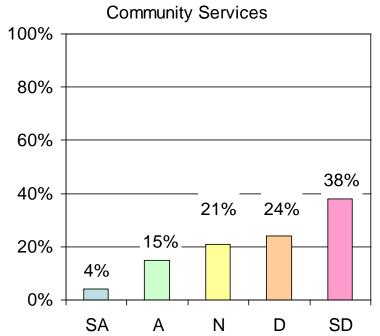


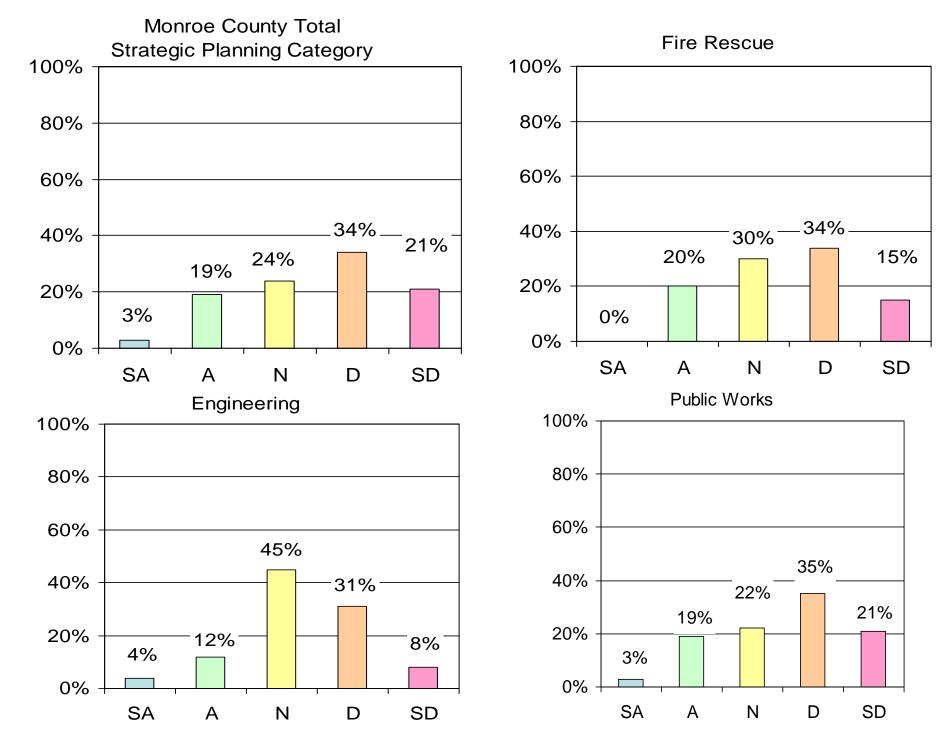


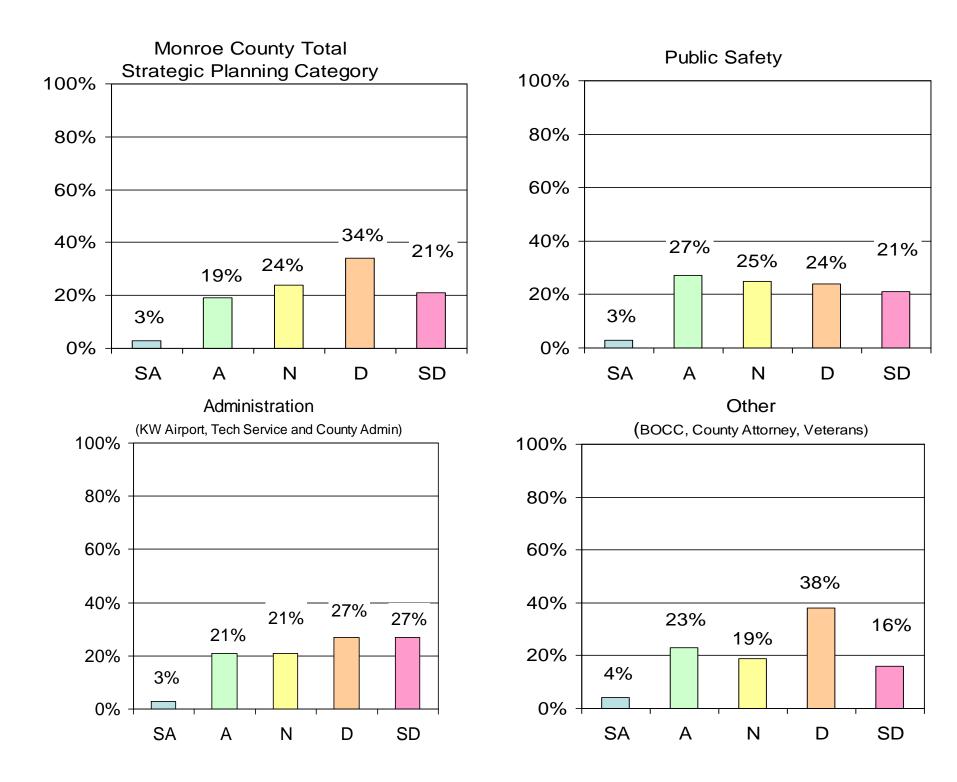




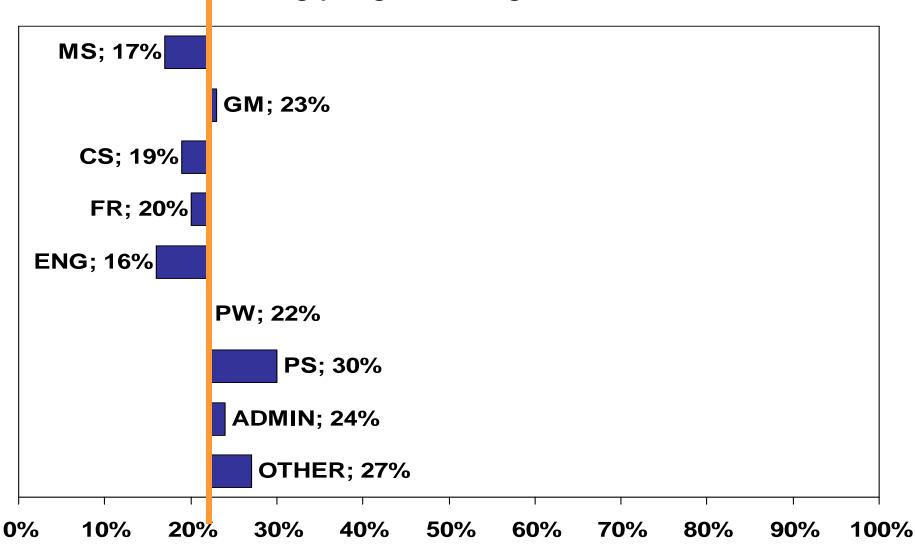






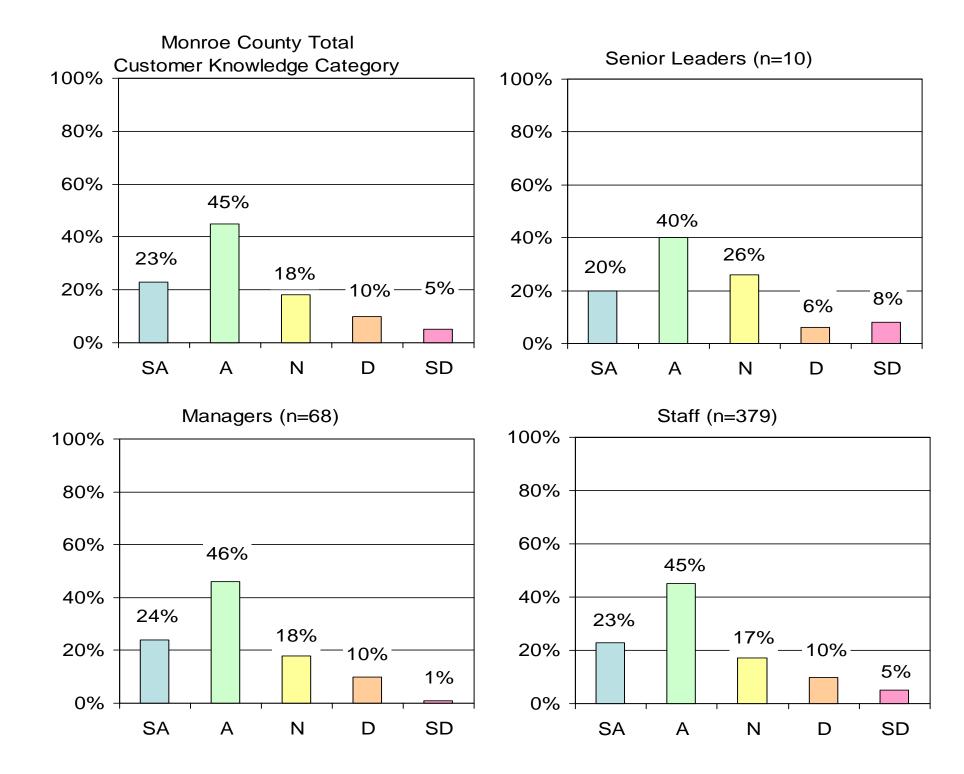


Category Two: Strategic Planning Monroe County Overall Score Strongly Agree & Agree = 22%



Category 3 Summary

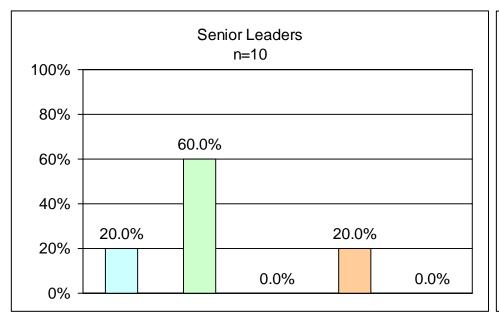
		LEADERS	MANAGER	STAFF
>	3a I know who my most important customers are.	80.0%	94.1%	83.1%
>	3b I keep in touch with my customers/stakeholders.	40.0%	78.0%	68.8%
>	3c My customers tell me what they need and want.	50.0%	76.1%	75.5%
>	3d I ask if my customers are satisfied with my work.	10.0%	41.2%	49.5%
>	3e I am allowed to make decisions to solve problems for my customers.	50.0%	61.8%	61.2%

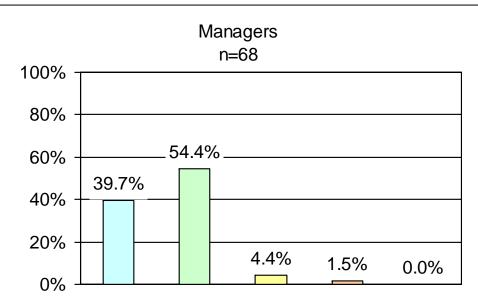


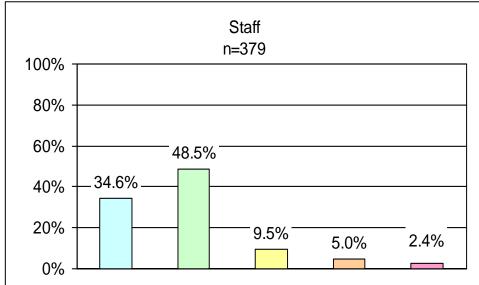
Question 3a – Customer and Market Focus n=457 (81%)

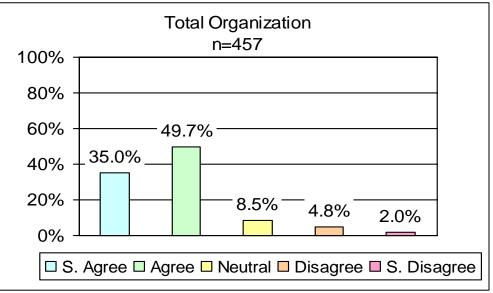
Our employees know who their most important customers are.

I know who my most important customers are.





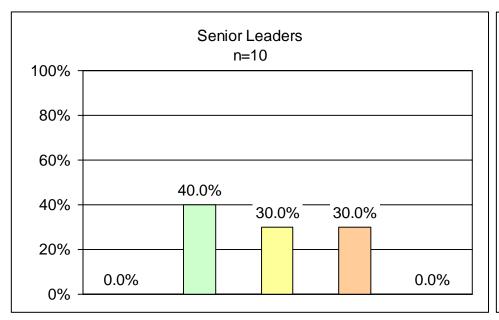


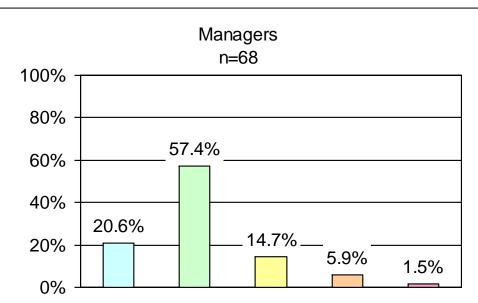


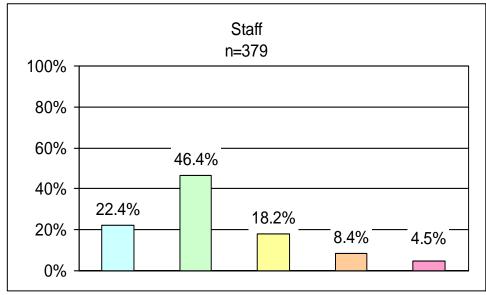
Question 3b – Customer and Market Focus n=457 (81%)

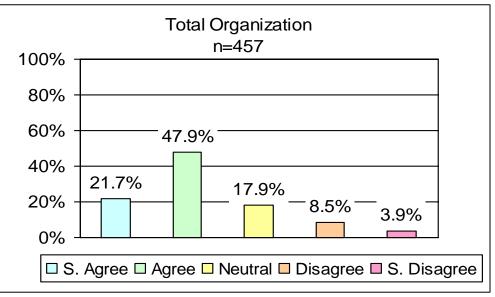
Our employees keep in touch with their customers.

I keep in touch with my customers.





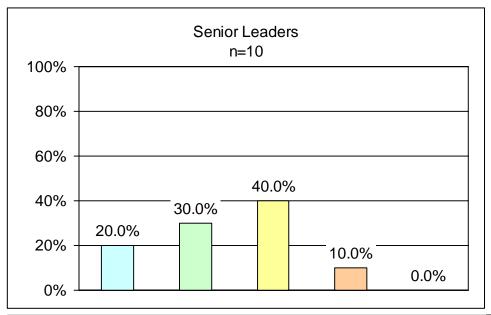


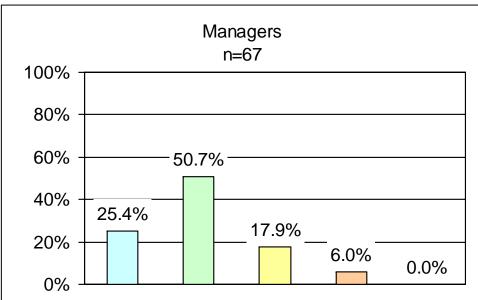


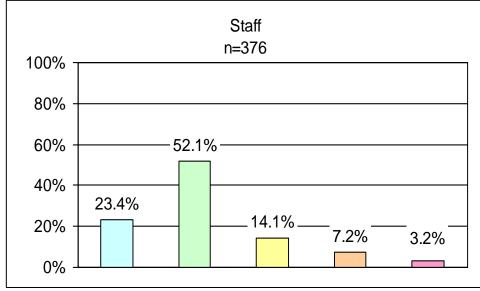
Question 3c – Customer and Market Focus n=453 (80%)

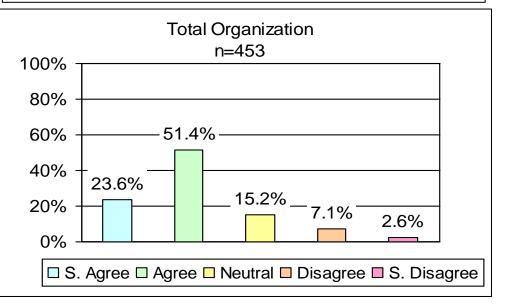
Their customers tell our employees what they need and want.

My customers tell me what they need and want.





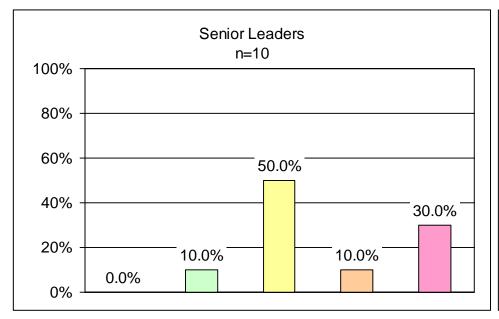


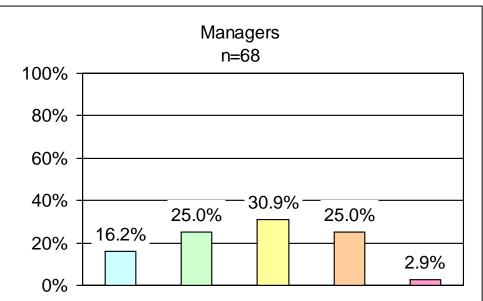


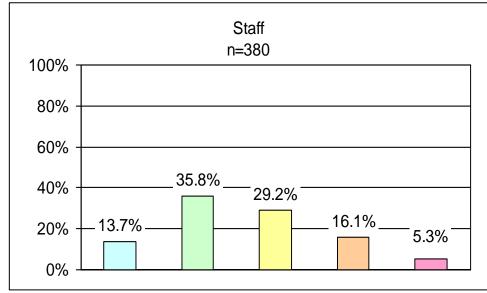
Question 3d – Customer and Market Focus n=458 (81%)

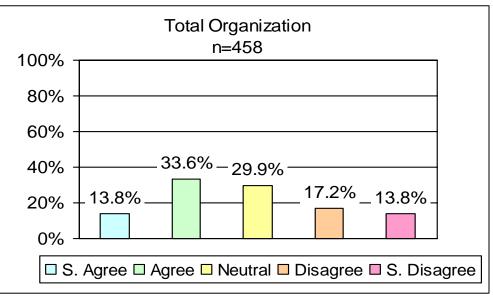
Our employees ask if their customers are satisfied or dissatisfied with their work.

I ask if my customers are satisfied or dissatisfied with my work.





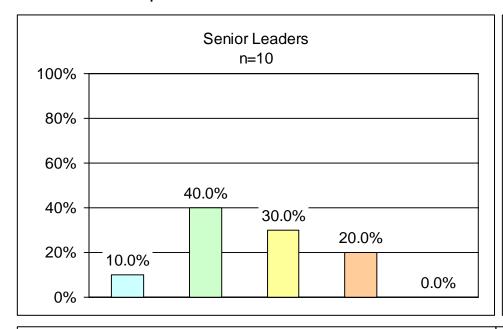


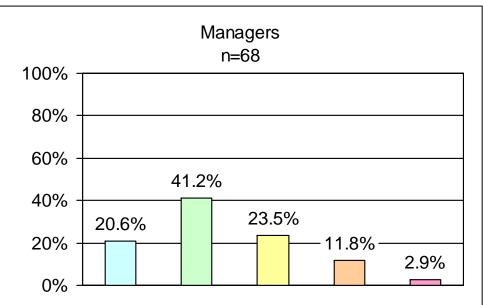


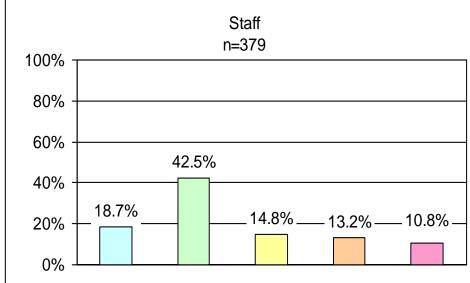
Question 3e – Customer and Market Focus n=457 (81%)

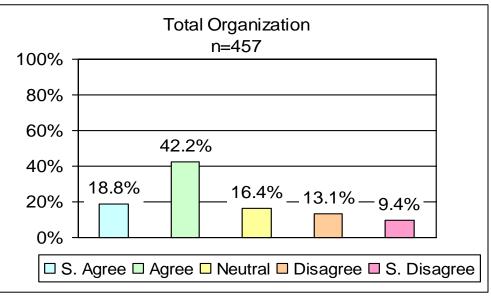
Our employees are allowed to make decisions to solve problems for their customers.

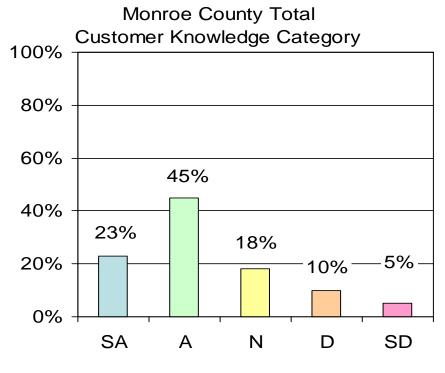
I am allowed to make decisions to solve problems for my customers.

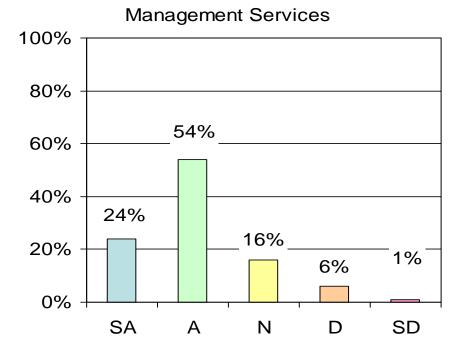


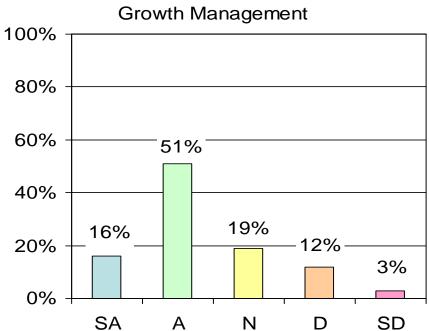


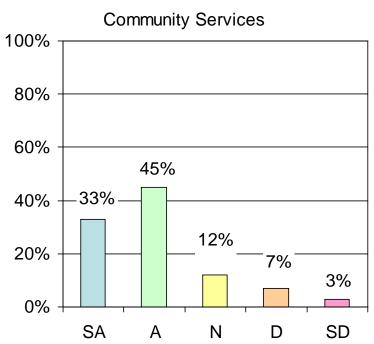


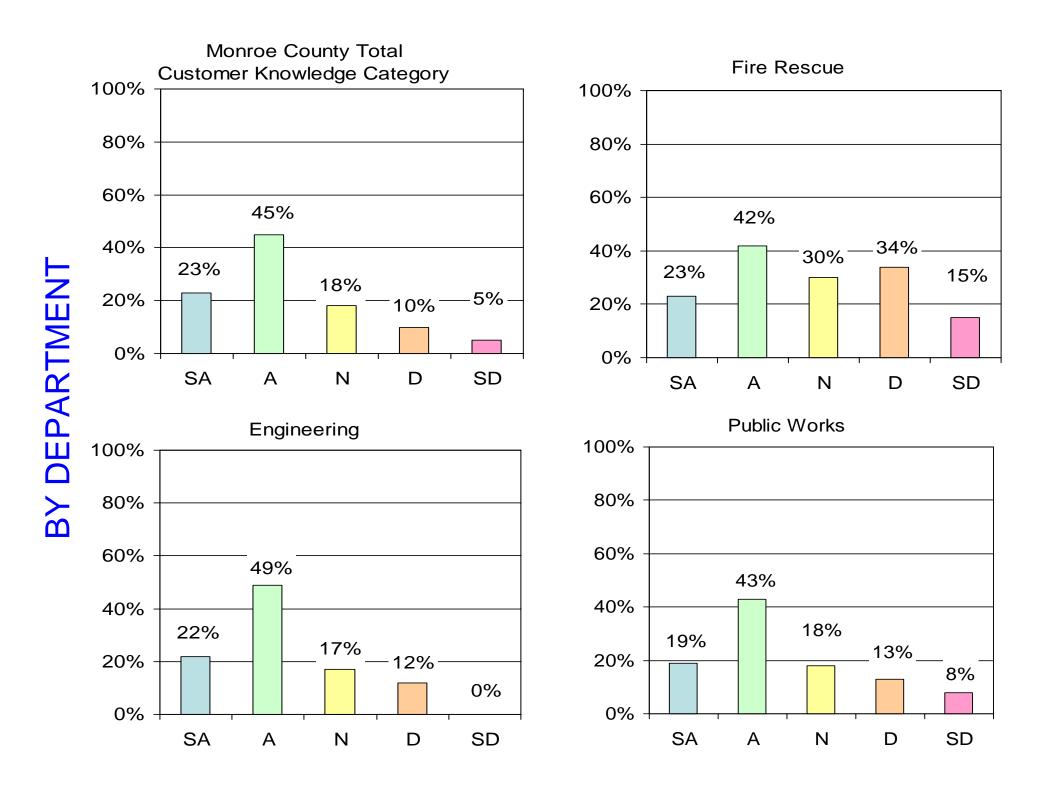


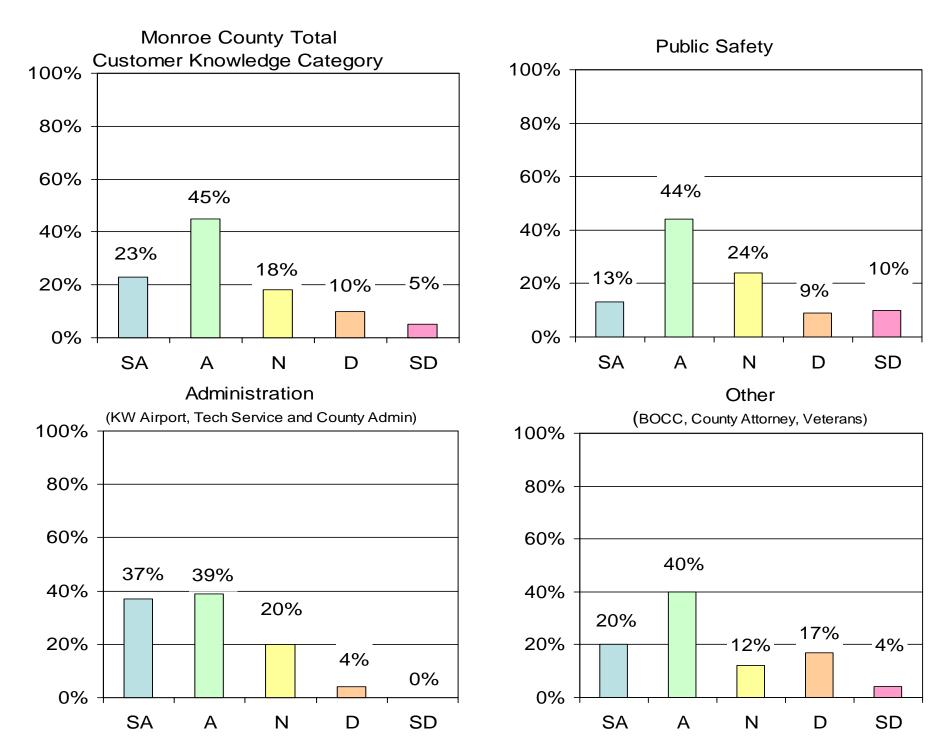




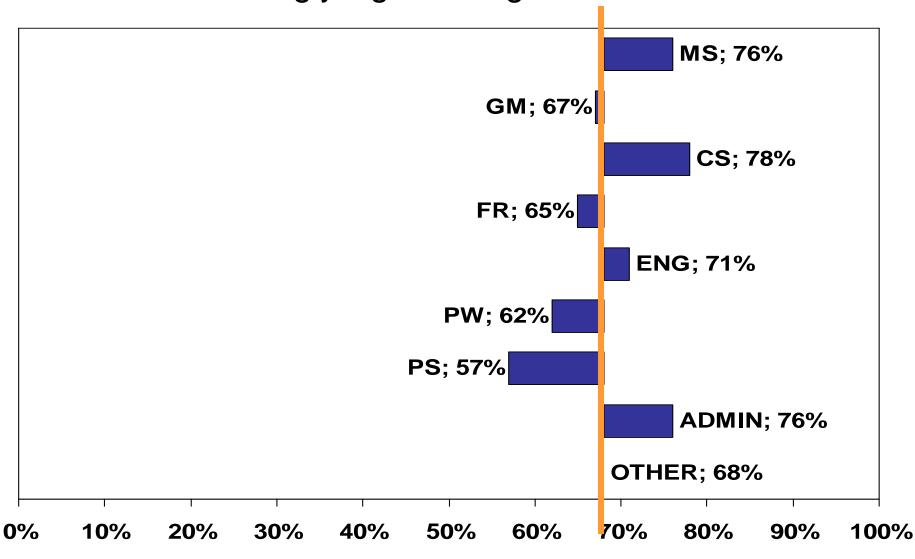






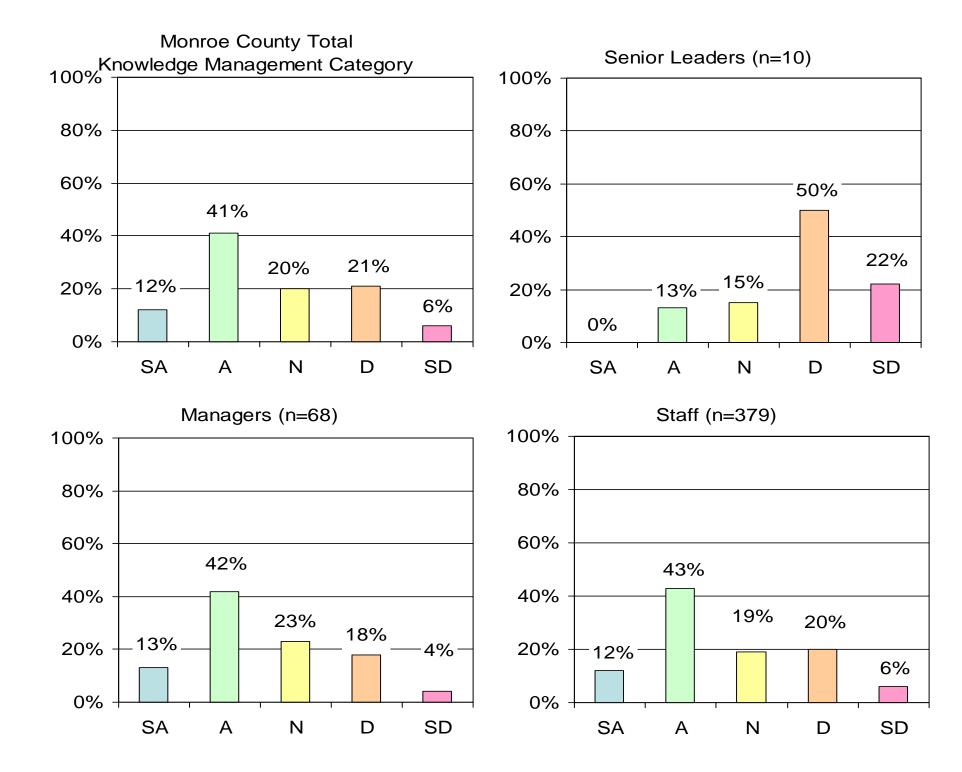


Category Three: Customer Knowledge Monroe County Overall Score Strongly Agree & Agree = 68%



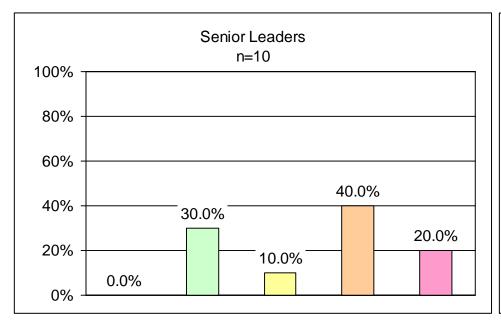
Category 4 Summary

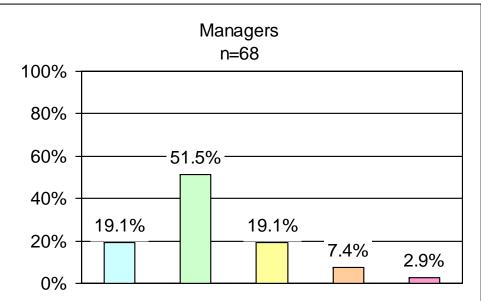
	LEADERS	MANAGER	STAFF
4a I know how to measure the quality of my work.	30.0%	70.6%	82.6%
4b I know how to analyze the quality of my work to see if changes are needed.	10.0%	69.1%	80.7%
4c I use these analyses for making decisions about my work.	0.0%	58.9%	66.3%
4d I know how the measures I use in my work fit into the overall measures of improvement	0.0%	38.2%	38.8%
4e I get all the important information I need to do my work.	40.0%	26.5%	42.0%
4f I get the information I need to know about how Monroe County is doing.	0.0%	19.1%	20.6%

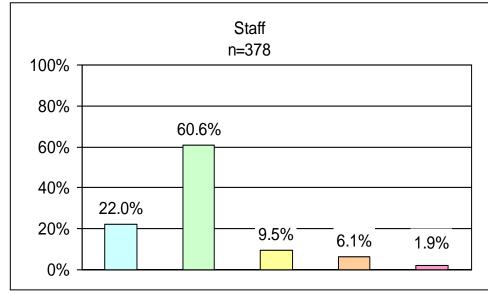


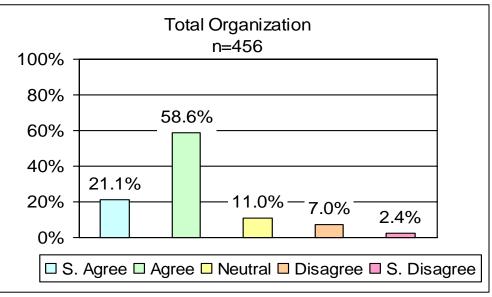
Our employees know how to measure the quality of their work.

I know how to measure the quality of my work.



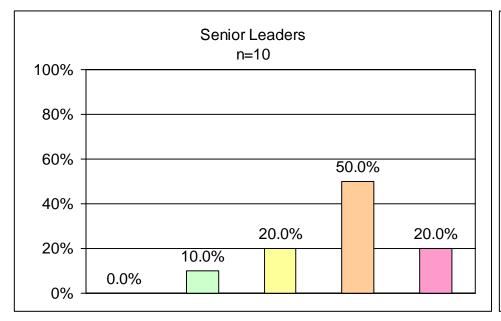


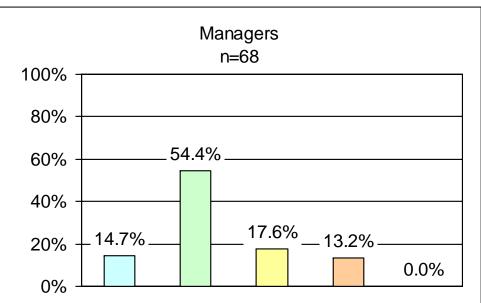


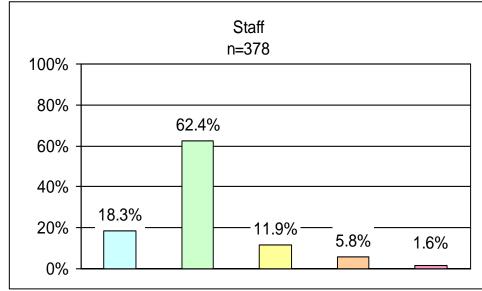


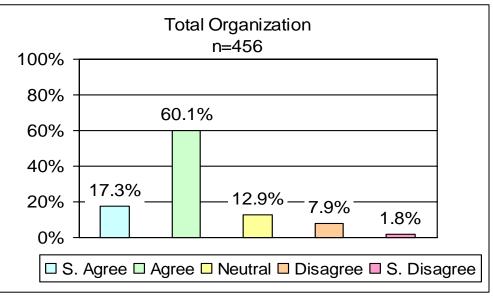
Question 4b – Measurement, Analysis, and Knowledge Management n=456 (81%)

Our employees know how to analyze (review) the quality of their work to see if changes are needed. I know how to analyze (review) the quality of my work to see if changes are needed.





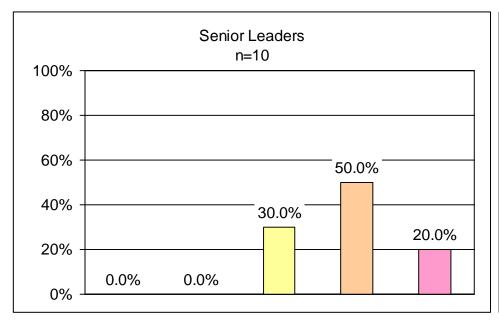


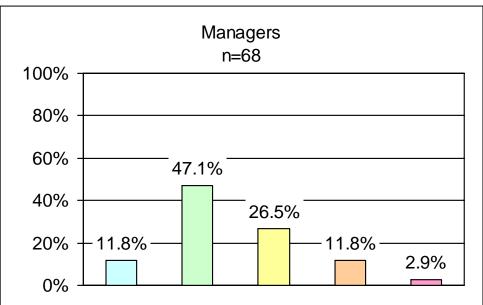


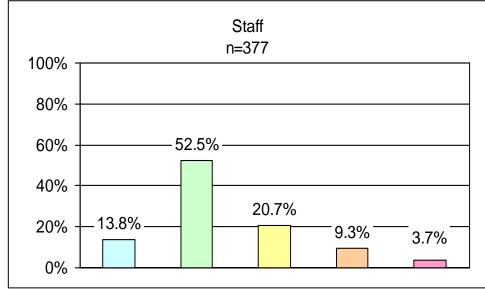
Question 4c – Measurement, Analysis, and Knowledge Management n=455 (81%)

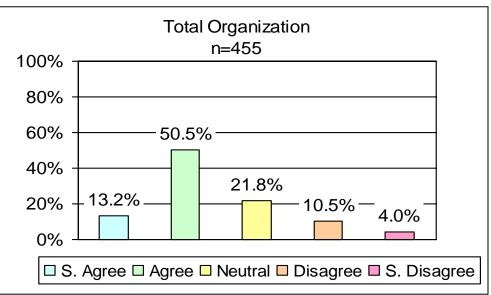
Our employees use these analyses for making decisions about their work.

I use these analyses for making decisions about my work.





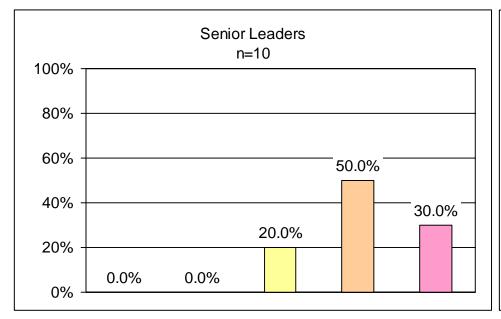


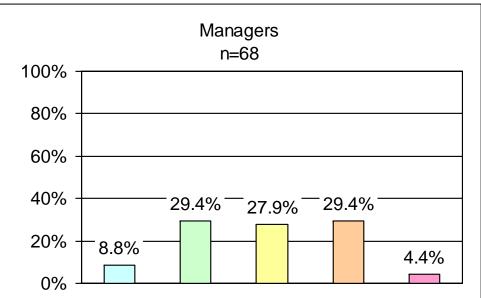


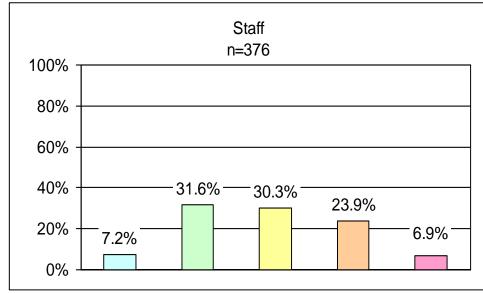
Question 4d – Measurement, Analysis, and Knowledge Management n=454 (80%)

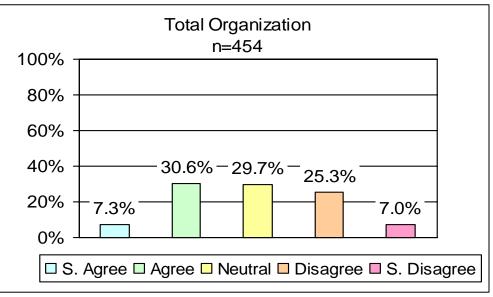
w how the measures Luse in my work fit into th

Our employees know how the measures they use in their work fit into our organization's overall measures. I know how the measures I use in my work fit into the organization's overall measures of improvement.





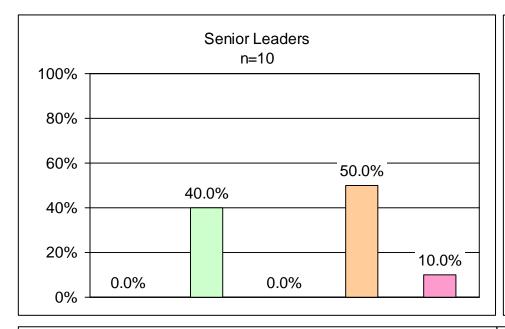


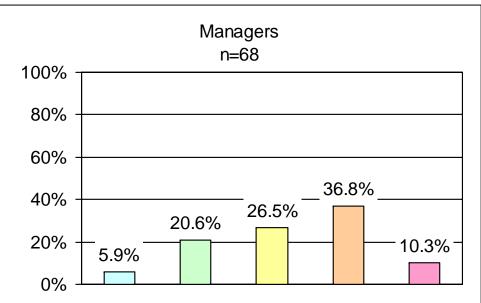


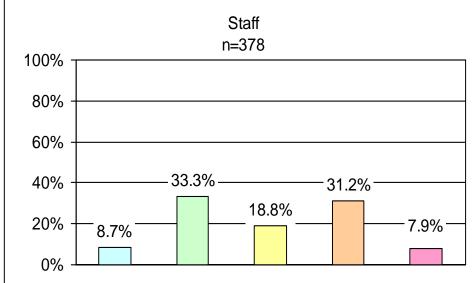
Question 4e – Measurement, Analysis, and Knowledge Management n=456 (81%)

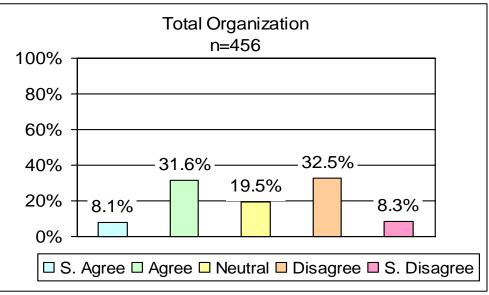
Our employees get all the important information they need to do their work.

I get all the important information I need to do my work.

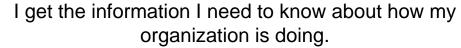


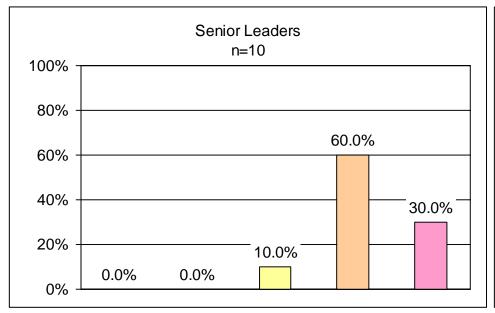


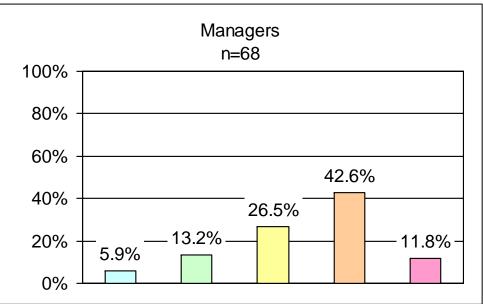


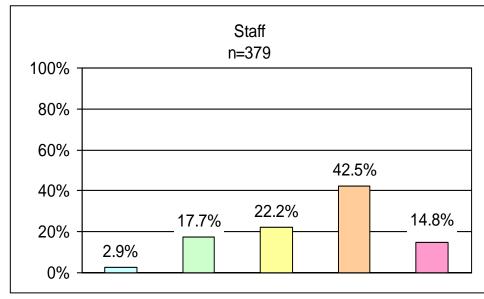


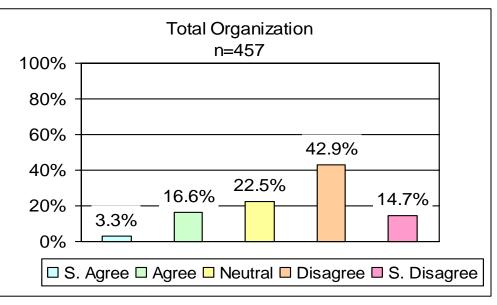
Our employees get the information they need to know how our organization is doing.



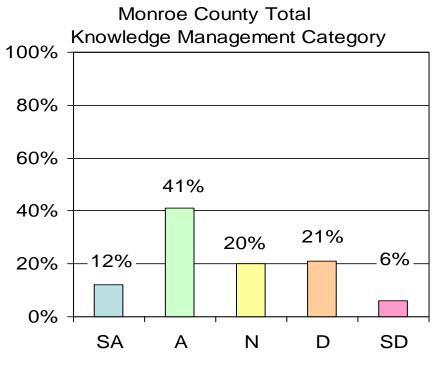


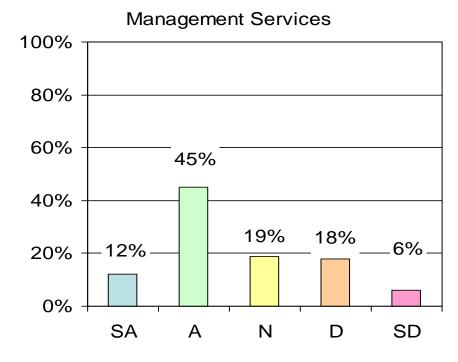


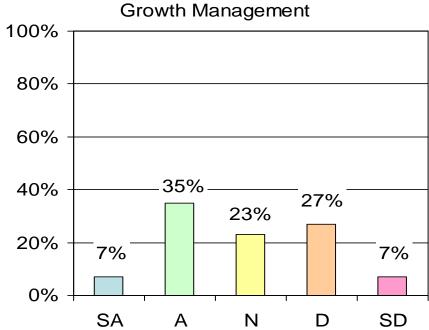


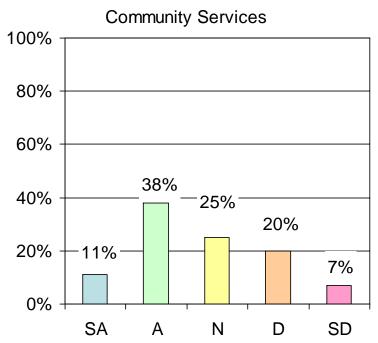


Total Monroe County









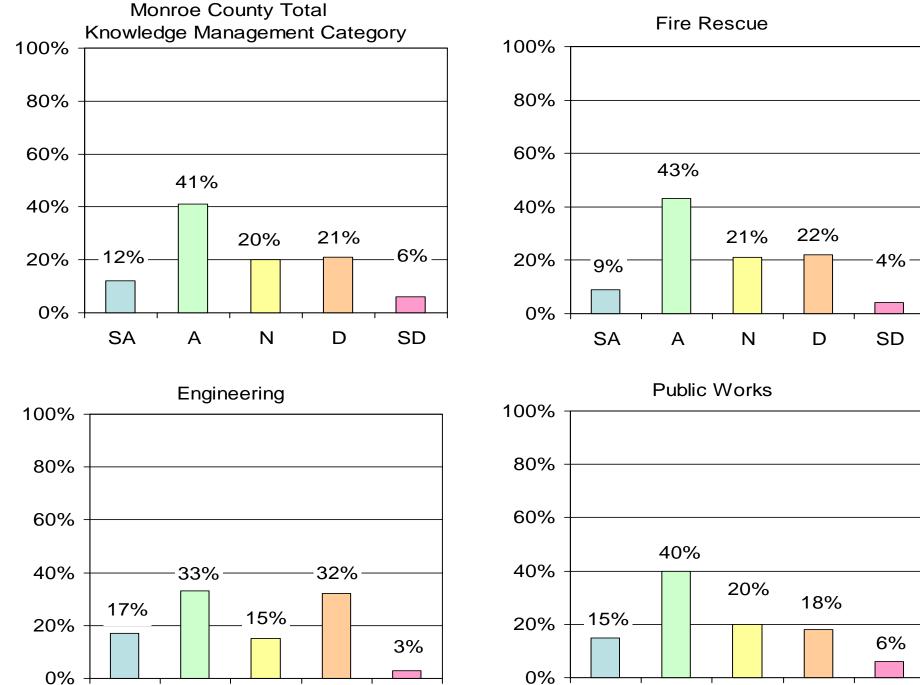
SA

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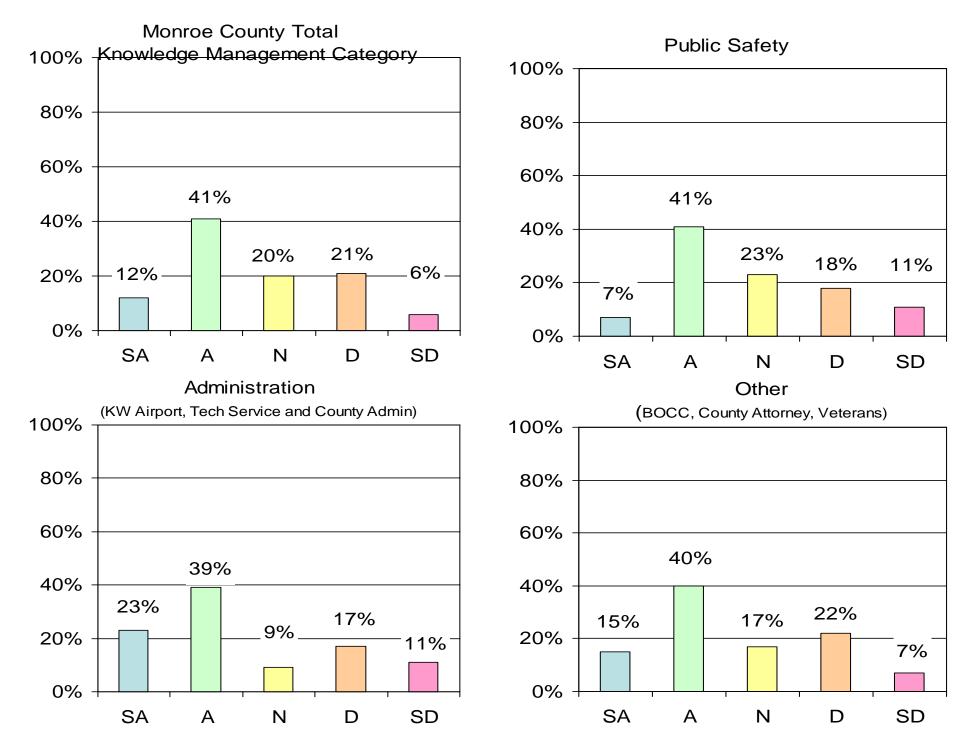
SA

Α

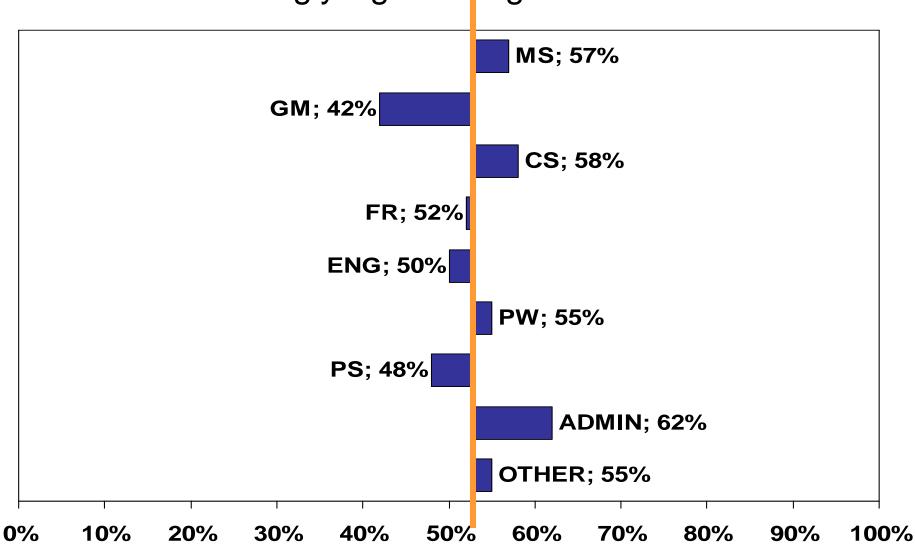
Ν

D

SD

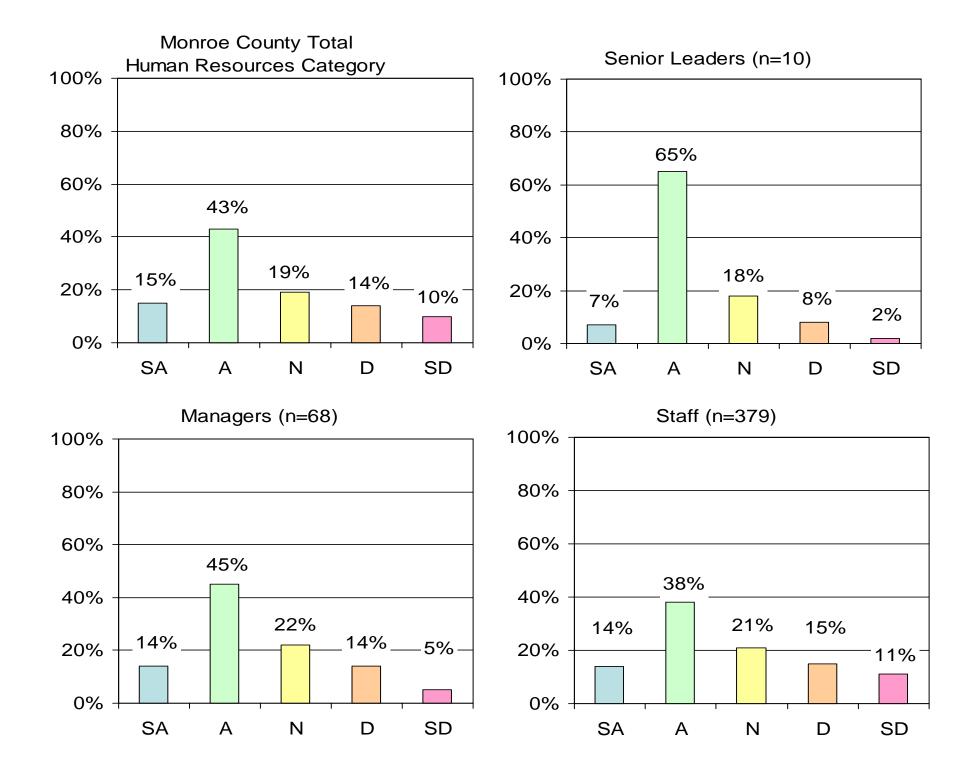


Category Four: Knowledge Management Monroe County Overall Score Strongly Agree & Agree = 53%



Category 5 Summary

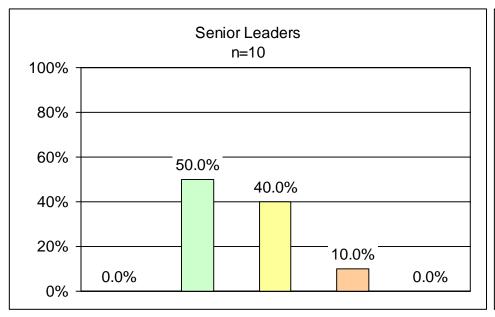
	LEADERS	MANAGER	STAFF
5a I can make changes that will improve my work.	50.0%	76.1%	61.6%
5bThe people I work with cooperate and work as a team	90.0%	64.2%	59.4%
5c My boss encourages me to develop my job skills so I can advance in my career.	50.0%	47.7%	44.2%
> 5d I am recognized for my work.	80.0%	44.2%	42.9%
> 5e I have a safe workplace.	90.0%	76.1%	61.6%
> 5f My boss and my organization care about me.	70.0%	47.0%	38.2%

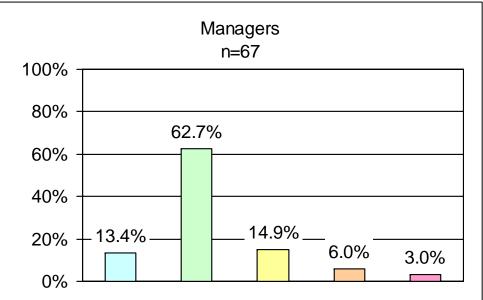


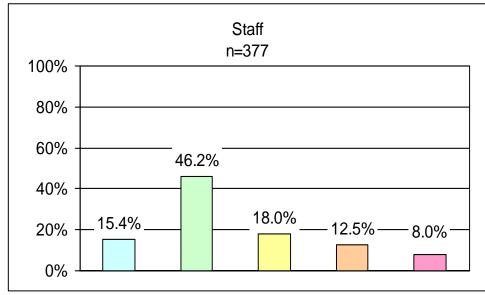
Question 5a – Human Resource Focus n=454 (80%)

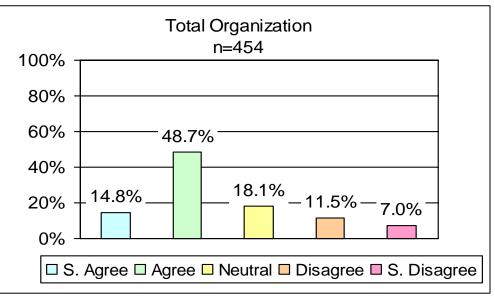
Our employees can make changes that will improve their work.

I can make changes that will improve my work.





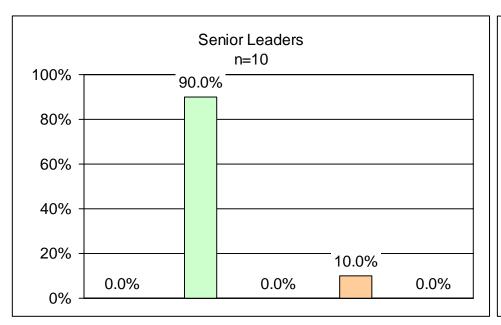


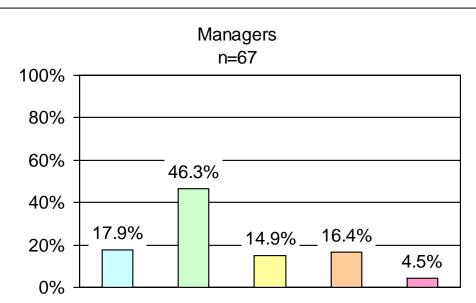


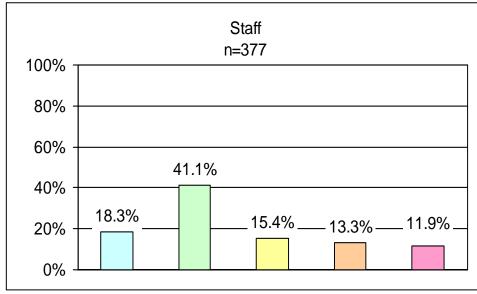
Question 5b – Human Resource Focus n=454 (80%)

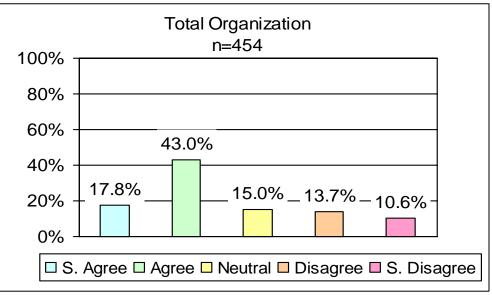
Our employees cooperate and work as a team.

The people I work with cooperate and work as a team.



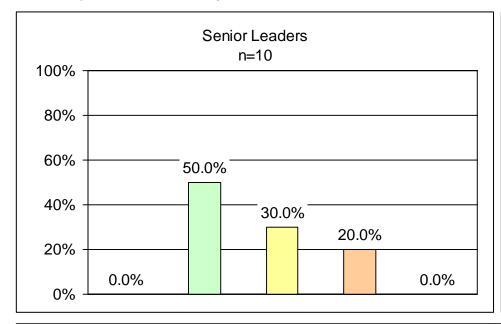


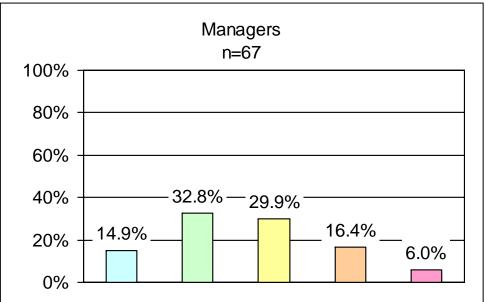


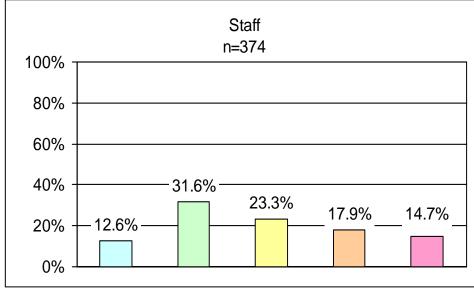


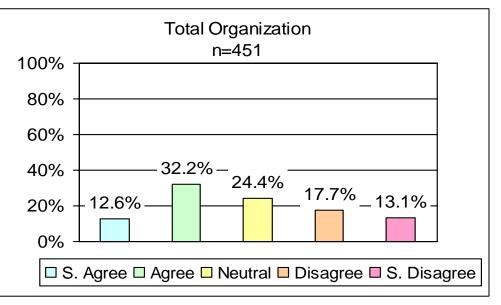
Question 5c - Human Resource Focus n=451 (80%)

We encourage and enable our employees to develop their job skills so they can advance their careers. My boss encourages me to develop my job skills so I can advance in my career.





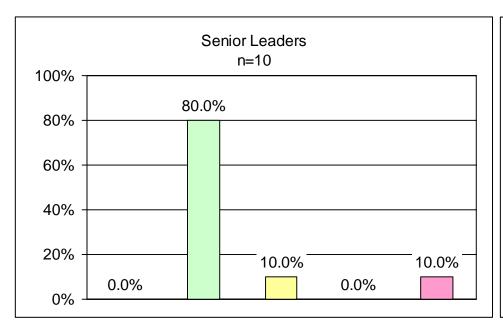


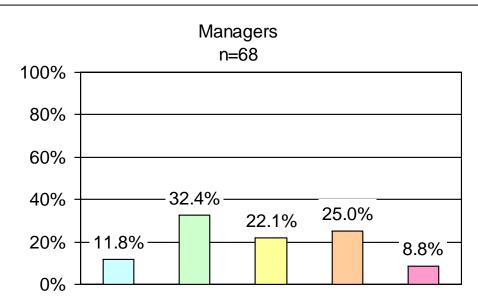


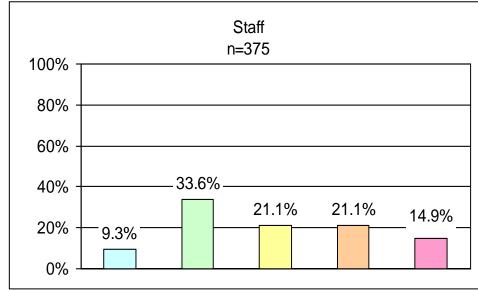
Question 5d – Human Resource Focus n=453 (80%)

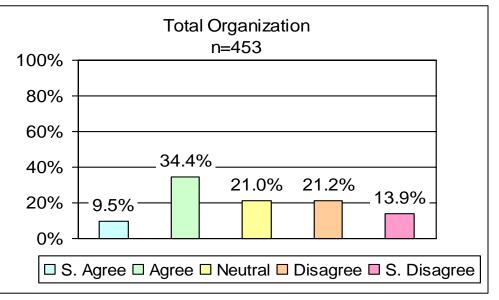
Our employees are recognized for their work.

I am recognized for my work.







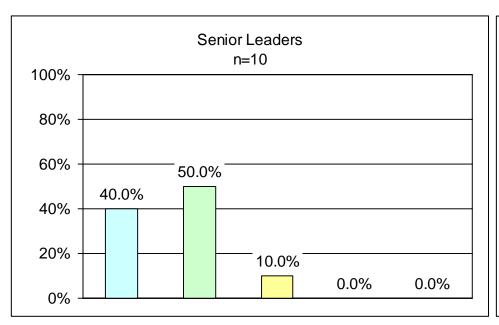


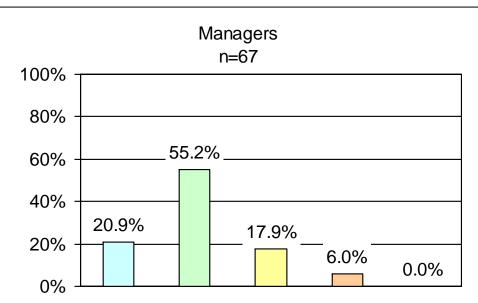
Question 5e – Human Resource Focus

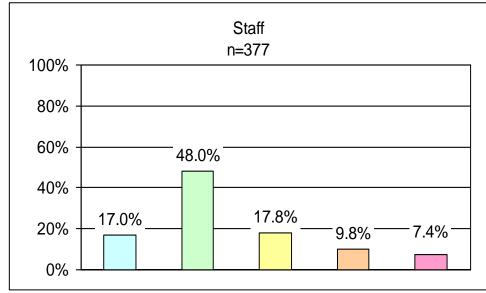
n=454 (80%)

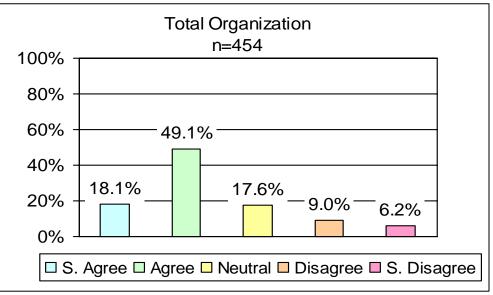
Our employees have a safe workplace.

I have a safe workplace.





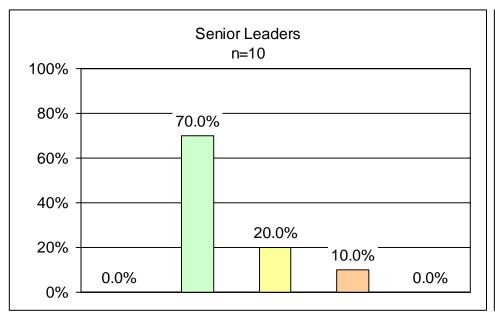


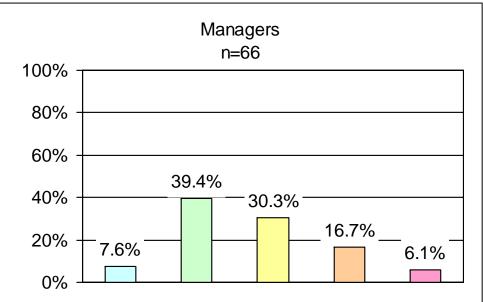


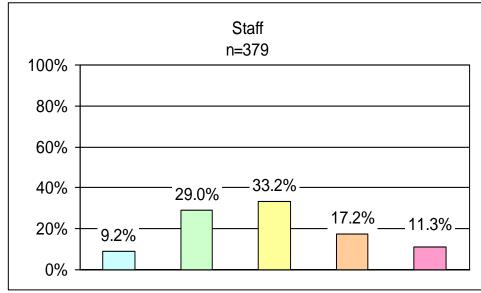
Question 5f – Human Resource Focus n=455 (81%)

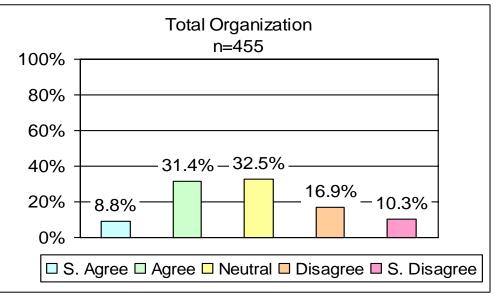
Our managers and our organization care about our employees.

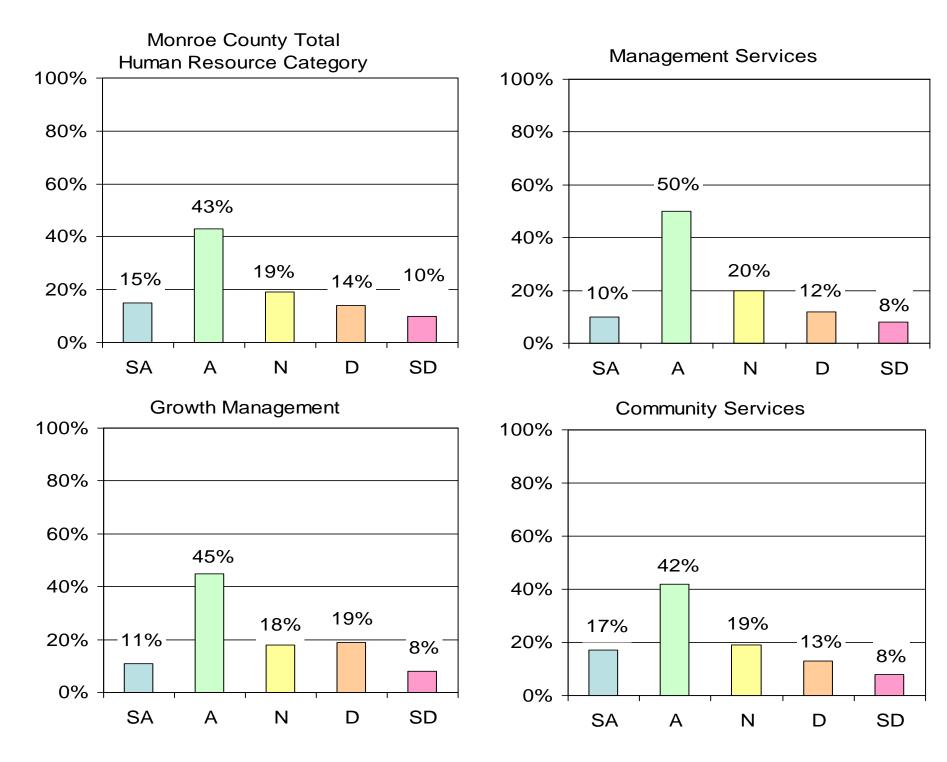
My boss and my organization care about me.

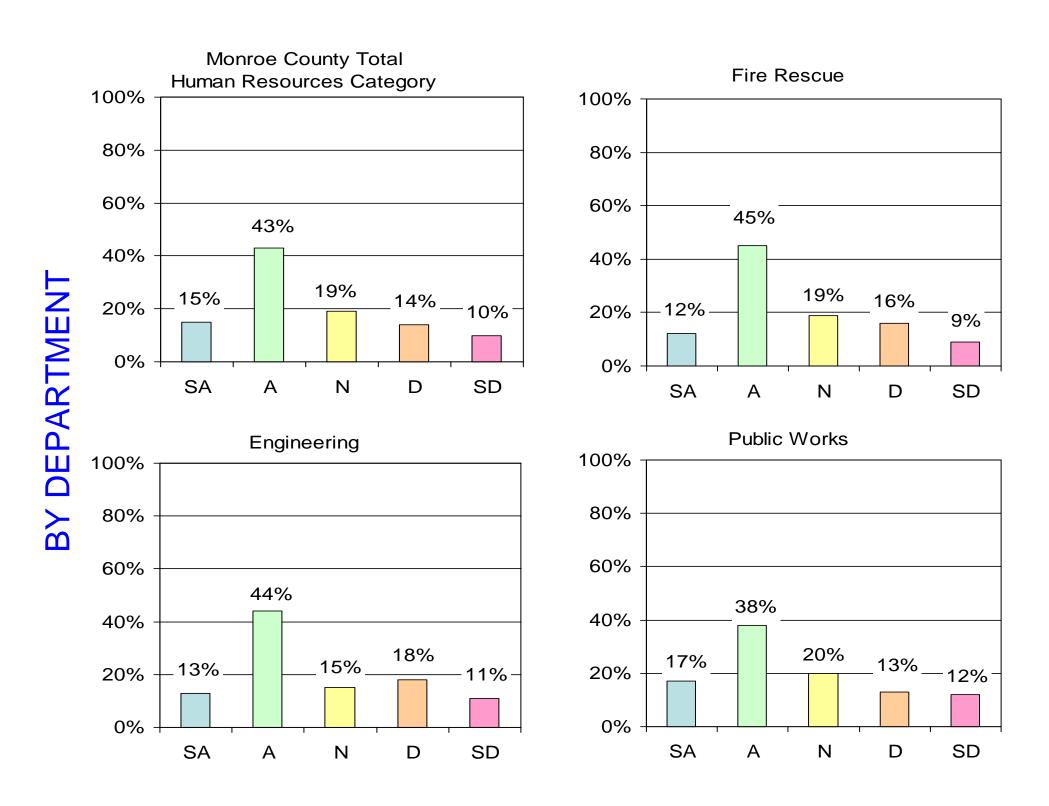


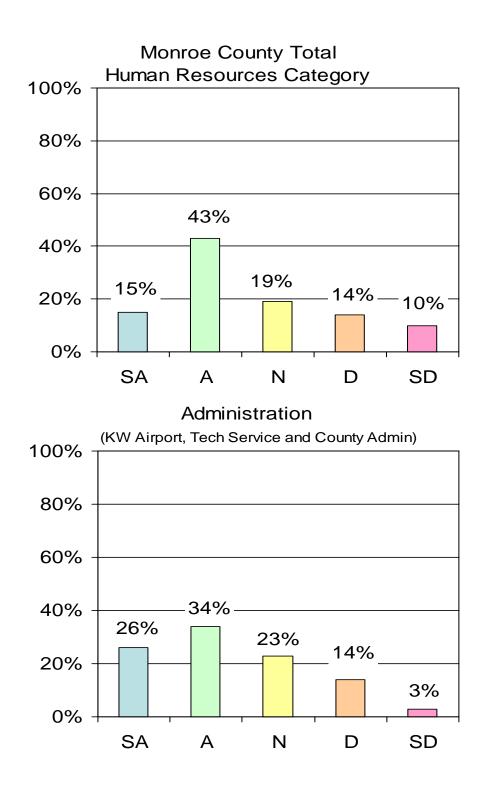


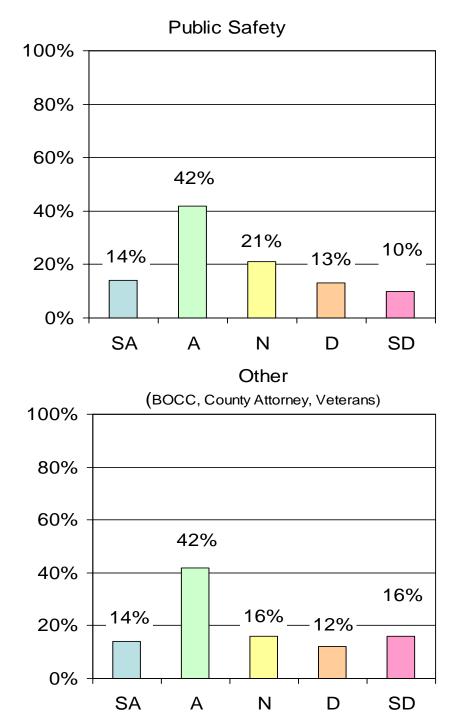




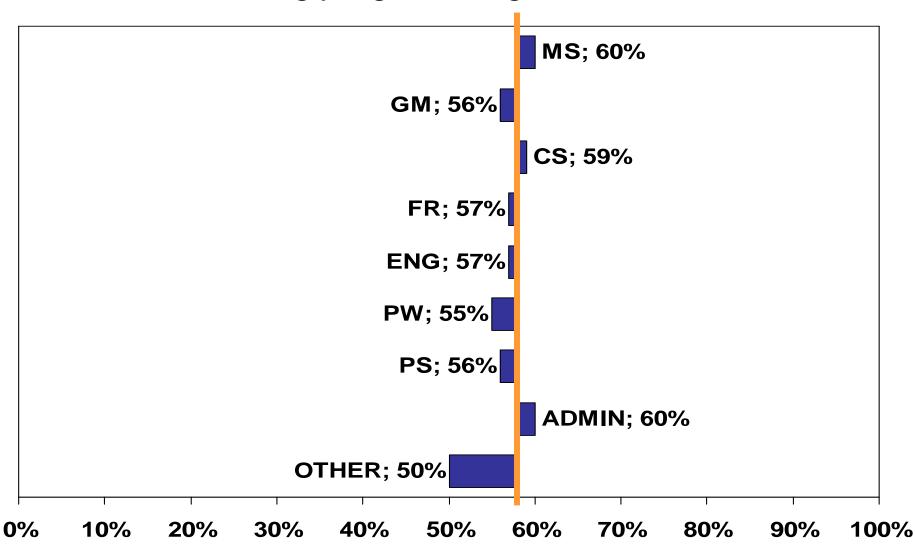






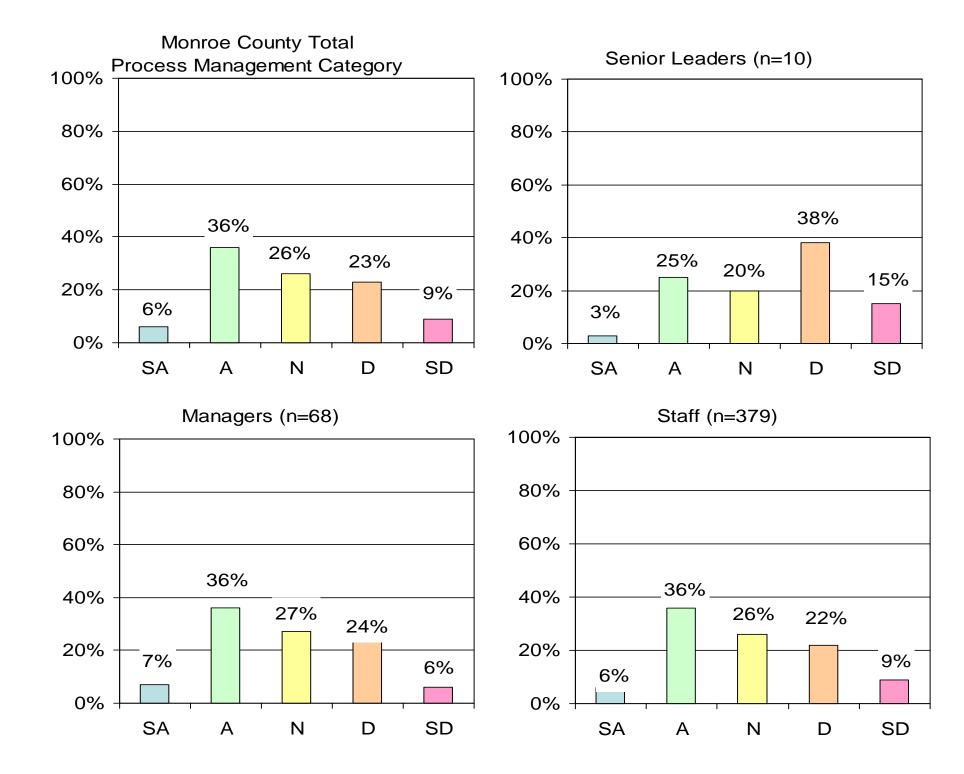


Category Five: Human Resources Monroe County Overall Score Strongly Agree & Agree = 58%



Category 6 Summary

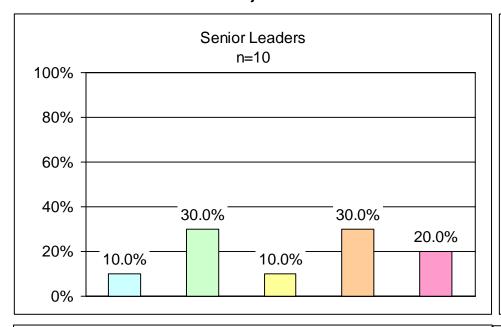
	LEADERS	MANAGER	STAFF
➤ 6a I can get everything I need to do my job	40.0%	35.3%	47.4%
➤ 6b I collect information about the quality of my work.	10.0%	48.5%	33.6%
➤ 6c We have good procedures for doing our work.	30.0%	41.2%	42.9%
➤ 6d I have control over my work processes.	30.0%	47.1%	45.8%

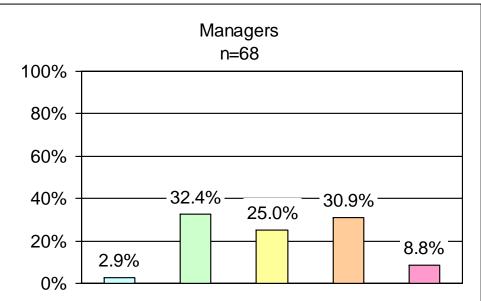


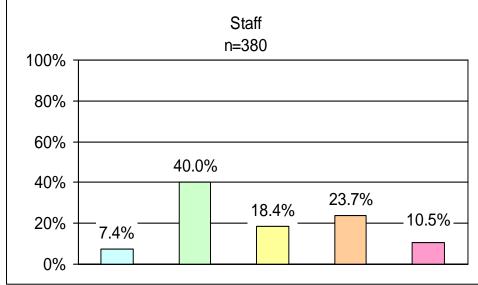
Question 6a – Process Management n=458 (81%)

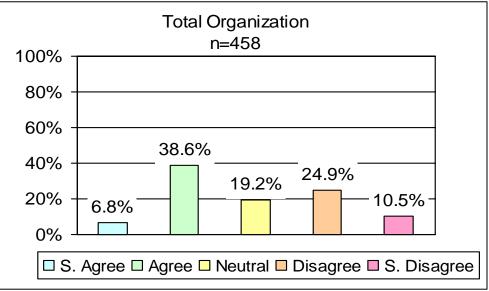
Our employees can get everything they need to do their jobs.

I can get everything I need to do my job.





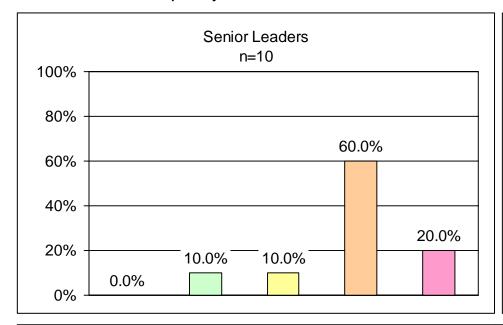


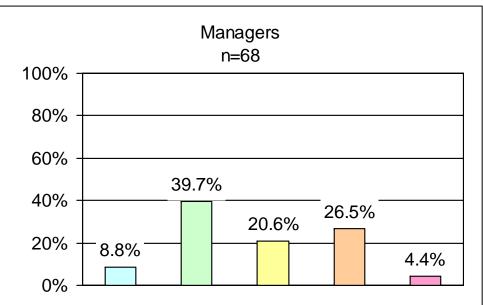


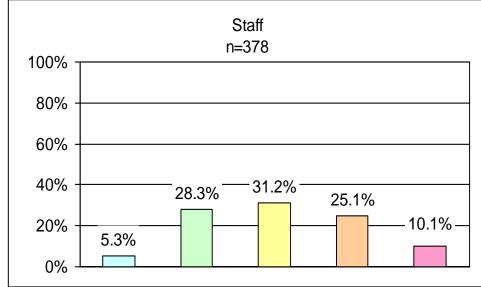
Question 6b - Process Management n=456 (81%)

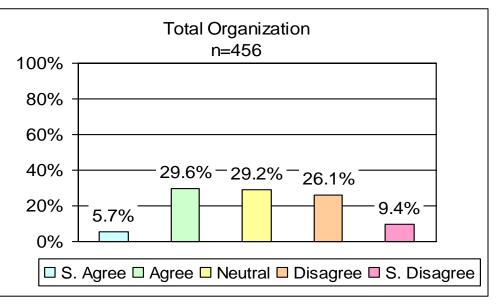
Our employees collect information (data) about the quality of their work.

I collect information (data) about the quality of my work.





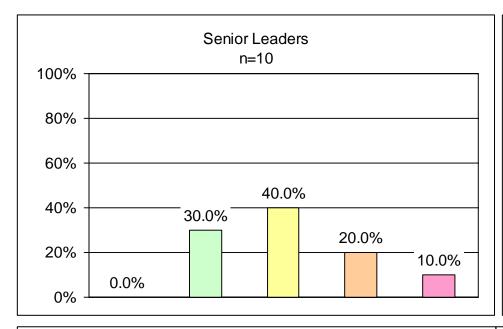


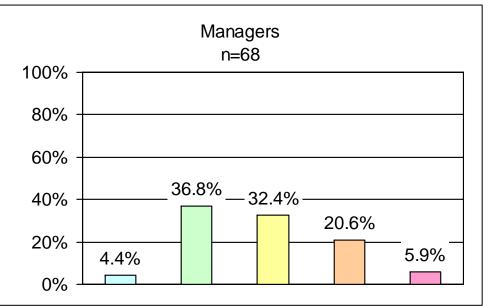


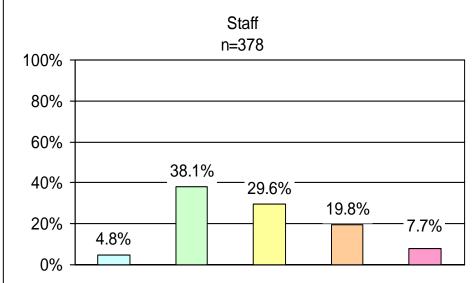
Question 6c - Process Management n=456 (81%)

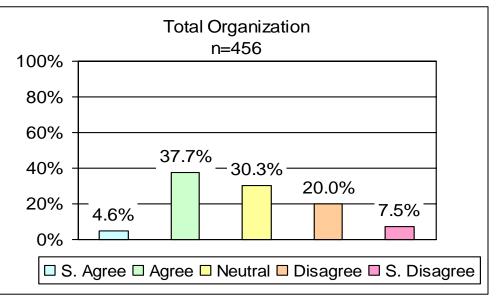
Our organization has good processes for doing our work.

We have good processes for doing our work.





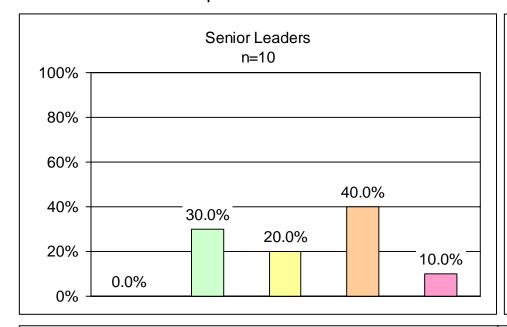


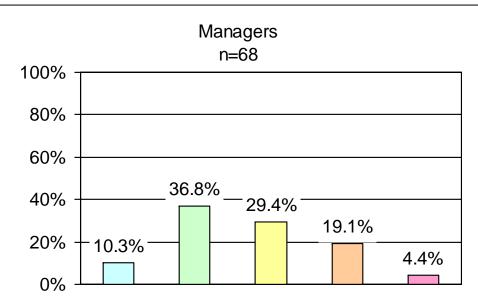


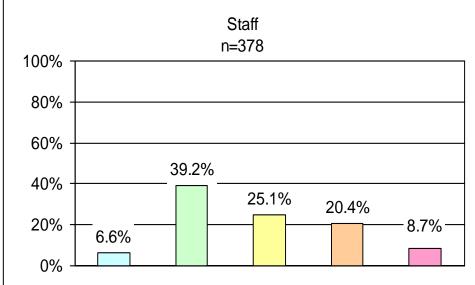
Question 6d - Process Management n=456 (81%)

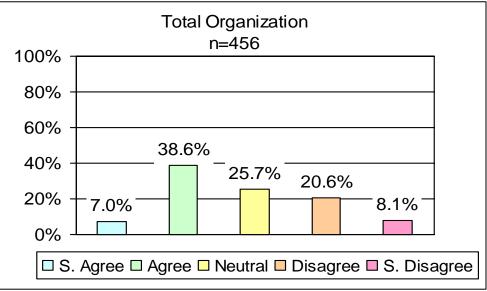
Our employees have control over their personal work processes.

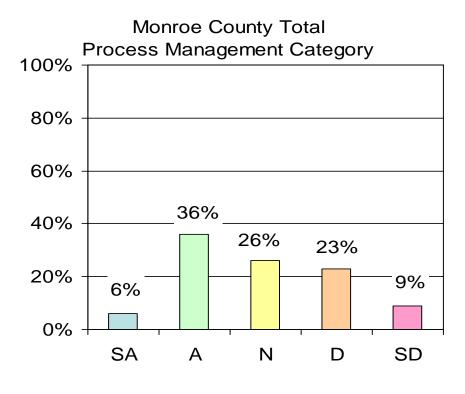
I have control over my work processes.

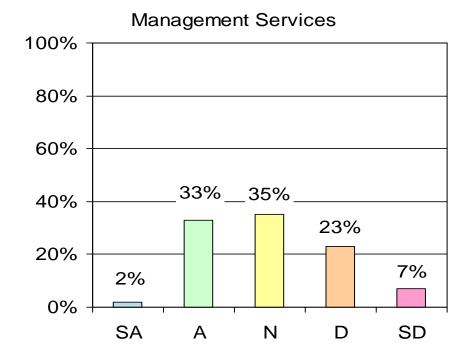


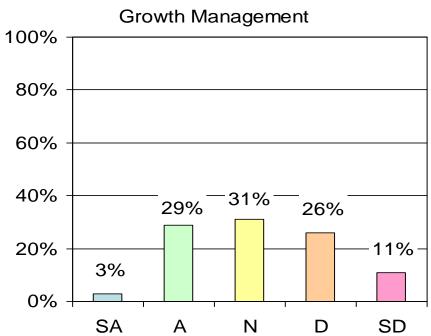


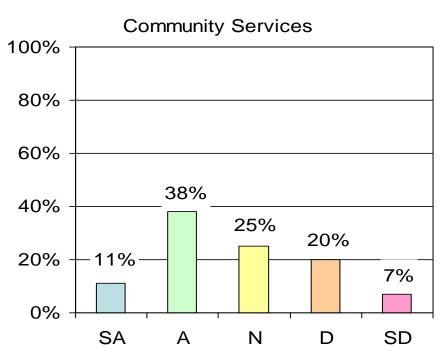


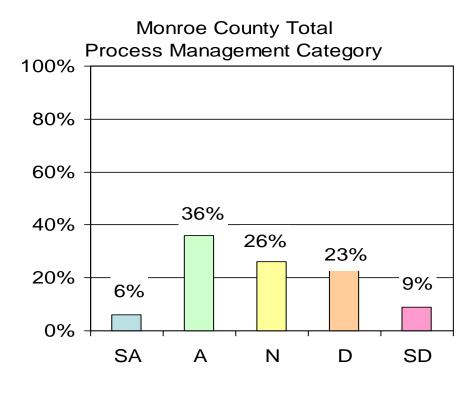


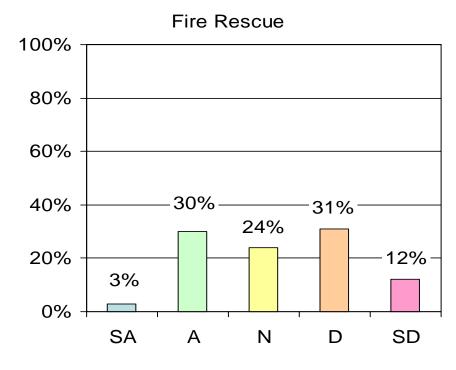


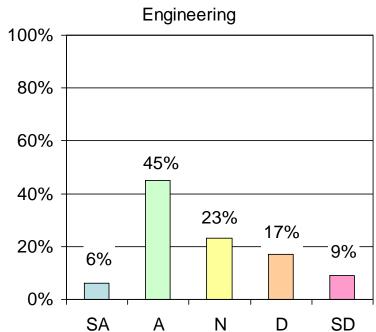


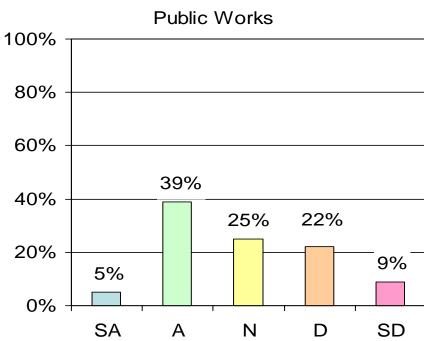


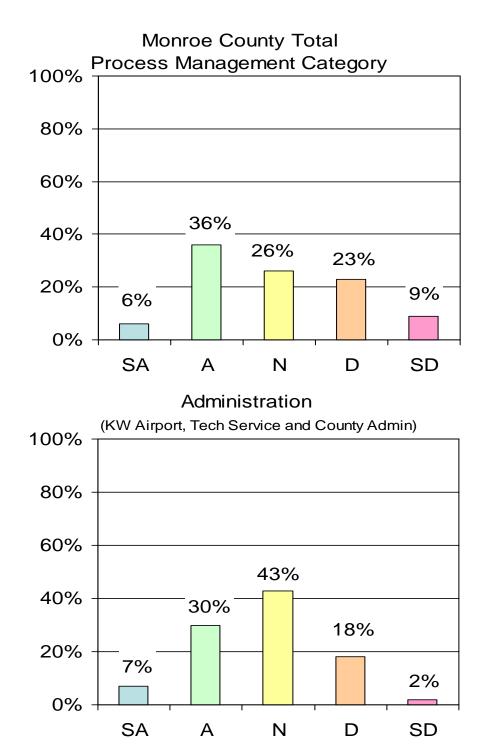


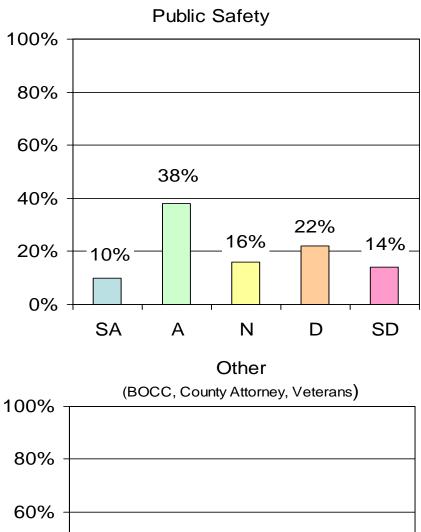


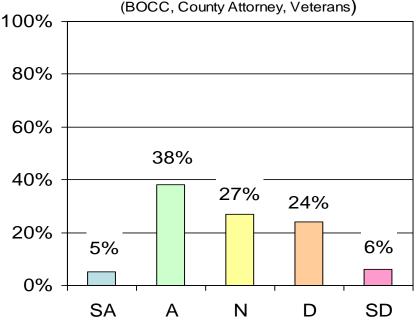




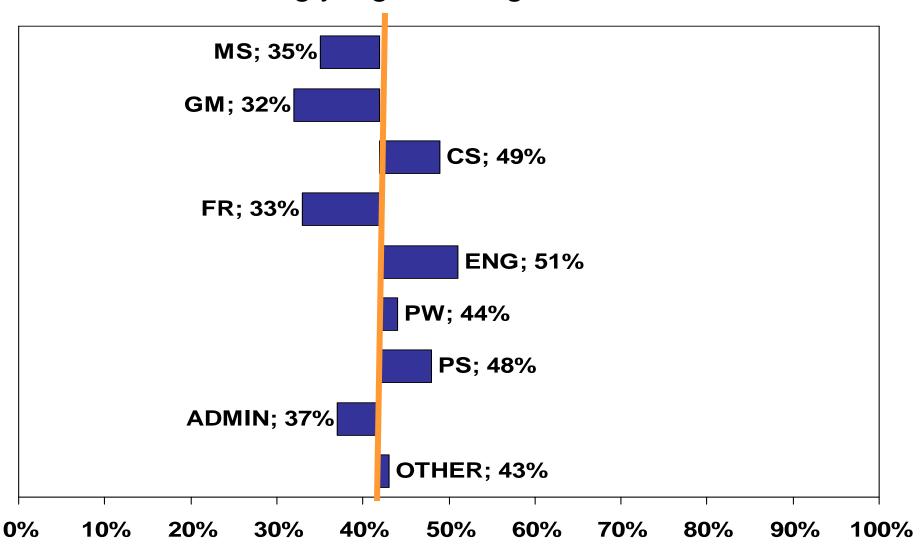






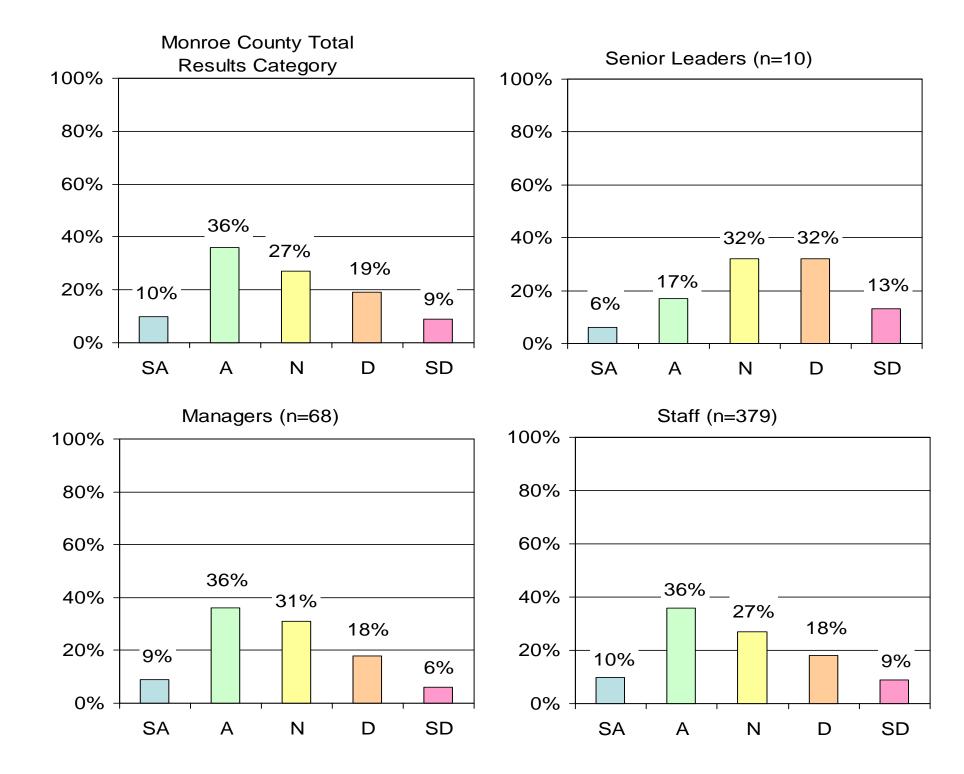


Category Six: Process Management Monroe County Overall Score Strongly Agree & Agree = 42%



Category 7 Summary

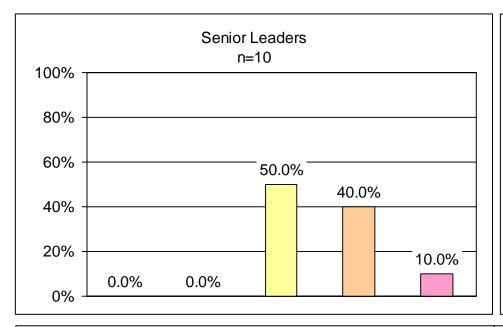
	LEADERS	MANAGER	STAFF
7a My customers are satisfied with my work.Leader: Our employees' customers are satisfied with their work.	0.0%	62.6%	69.7%
 7b My work products meet all requirements. Leader: Our employees work products meet all requirements. 	20.0%	50.7%	59.5%
 7c I know how well my organization is doing financially. Leader: Our employees know how well our organization is doing financially. 	20.0%	35.3%	15.7%
 7d My organization uses my time and talents well. Leader: Our organization uses our employees time and talents well. 	10.0%	33.8%	36.0%
 7e My organization removes things that get in the way of progress. Leader: Our organization removes things that get in the way of progress. 	0.0%	13.3%	15.8%
 7f My organization obeys laws and regulations. Leader: Our organization obeys laws and regulations. 	80.0%	58.8%	61.8%
 7g My organization has high standards and ethics. Leader: Our organization has high standards and ethics. 	30.0%	35.3%	43.2%
 7h My organization helps me help my community. Leader: Our organization helps employees help their community 	30.0%	50.0%	49.3%
7i I am satisfied with my job.Leader: Our employees are satisfied with their jobs.	10.0%	58.2%	62.0%

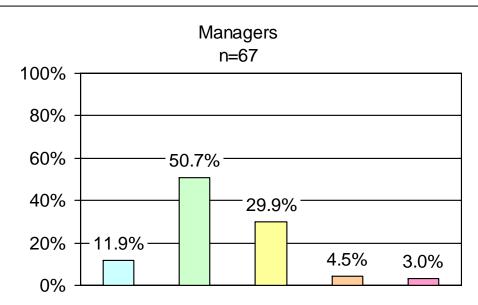


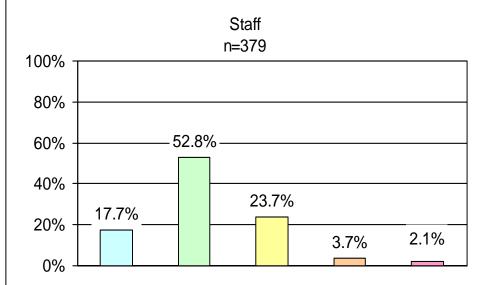
Question 7a – Business Results n=456 (81%)

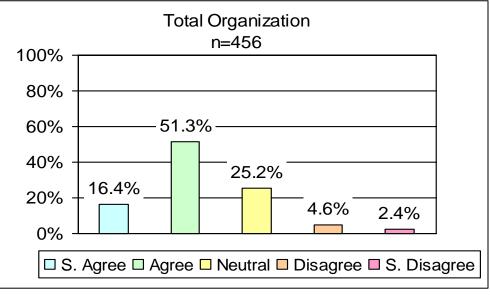
Our employees' customers are satisfied with their work.

My customers are satisfied with my work.





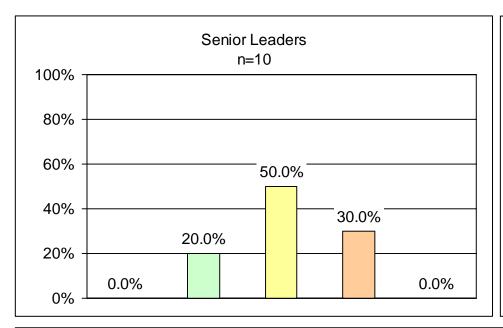


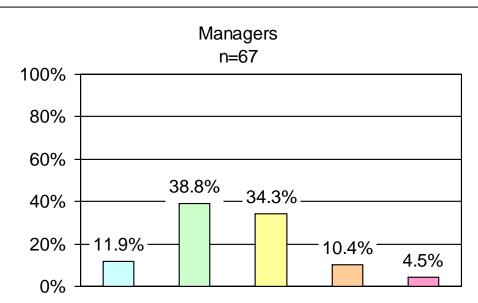


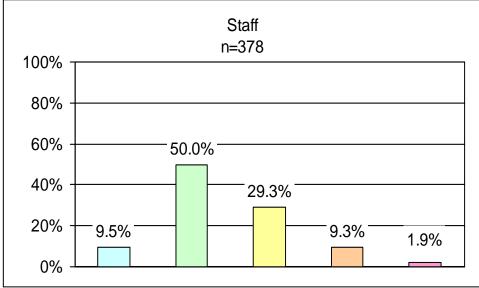
Question 7b – Business Results n=455 (81%)

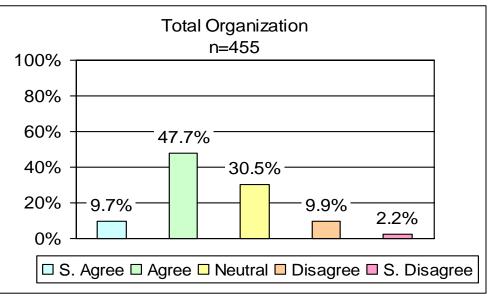
Our employees' work products meet all requirements.

My work products meet all requirements.





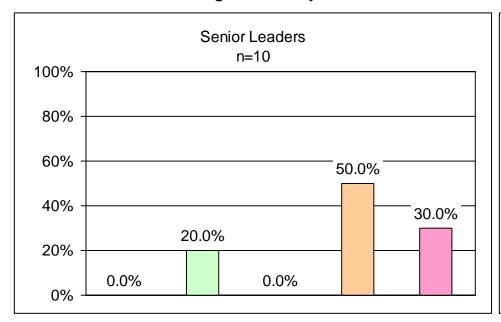


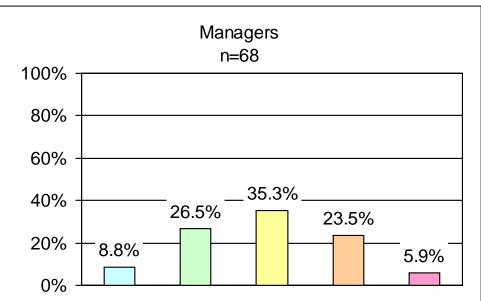


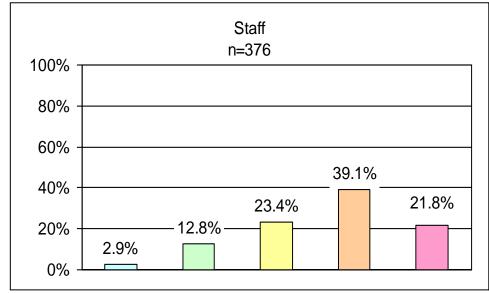
Question 7c – Business Results n=454 (80%)

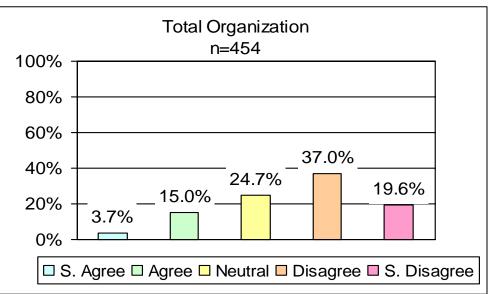
Our employees know how well our organization is doing financially.

I know how well my organization is doing financially.





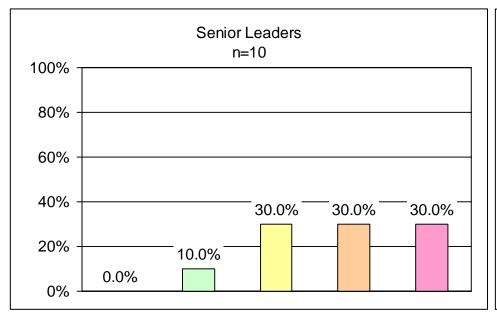


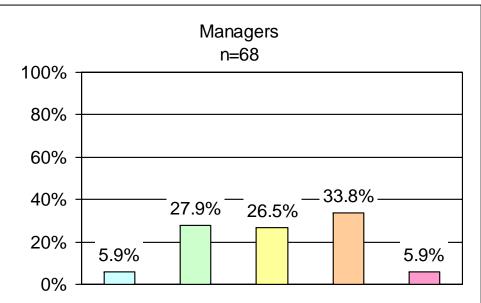


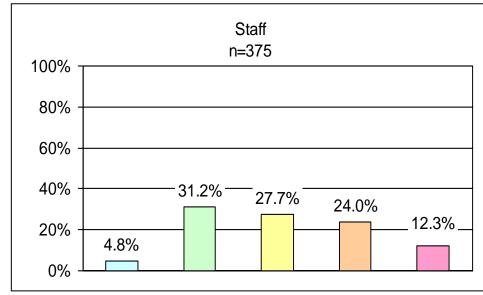
Question 7d – Business Results n=453 (80%)

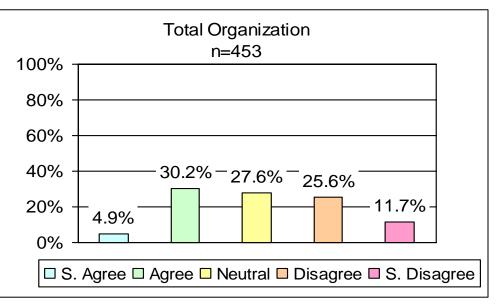
Our organization uses our employees' time and talents well.

My organization uses my time and talents well.





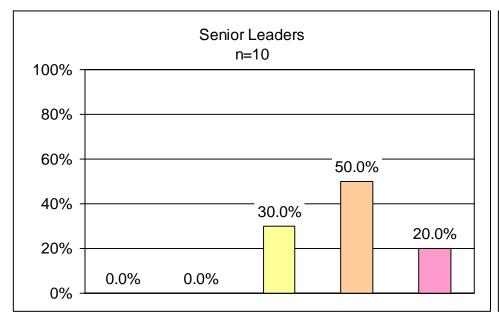


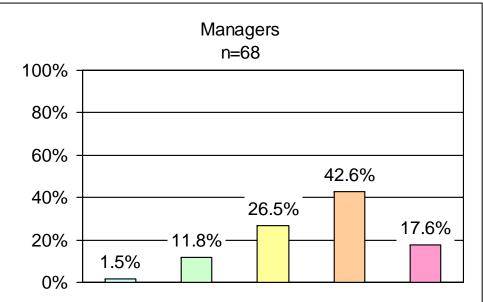


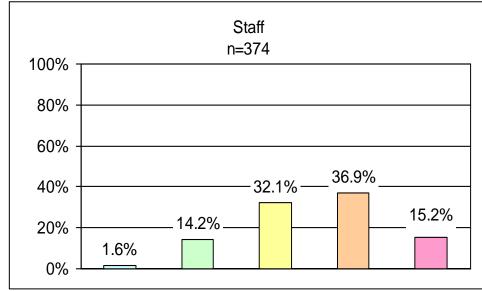
Question 7e – Business Results n=452 (80%)

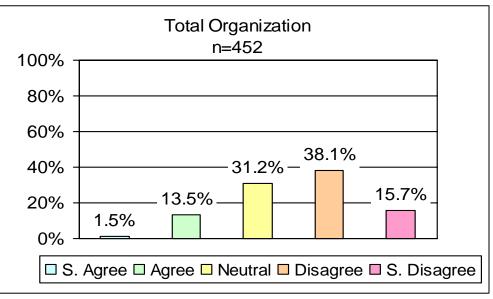
Our organization removes things that get in the way of progress.

My organization removes things that get in the way of progress.





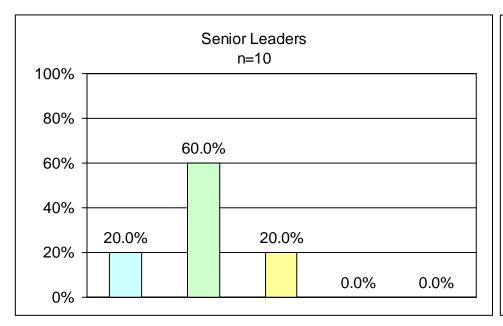


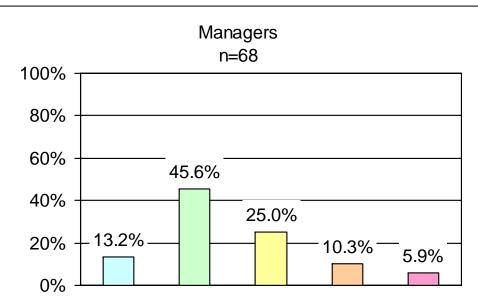


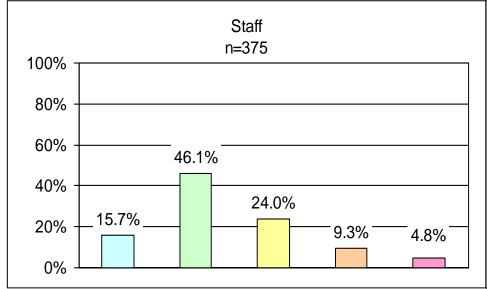
Question 7f – Business Results n=453 (80%)

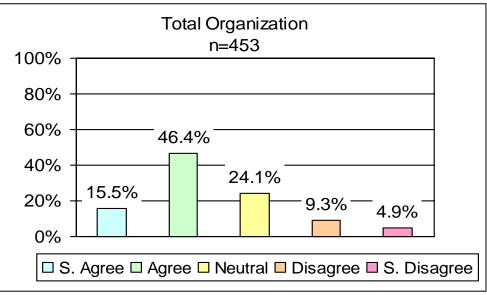
Our organization obeys laws and regulations.

My organization obeys laws and regulations.





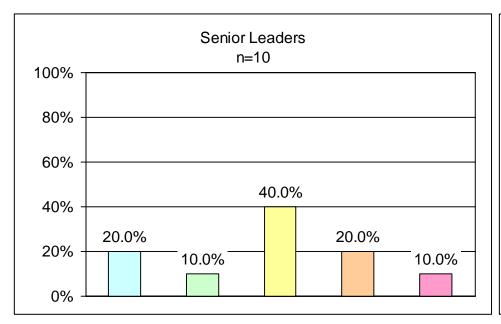


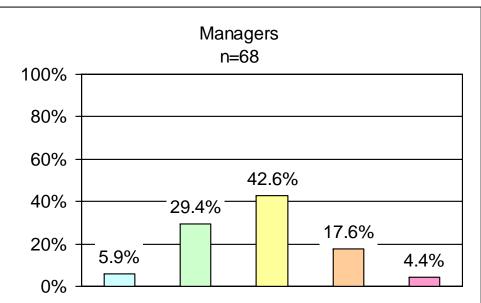


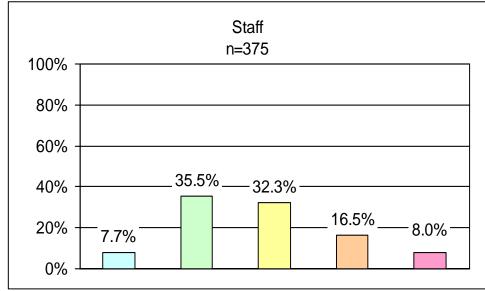
Question 7g – Business Results n=453 (80%)

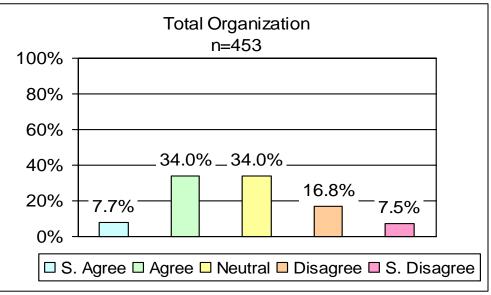
Our organization has high standards and ethics.

My organization has high standards and ethics.





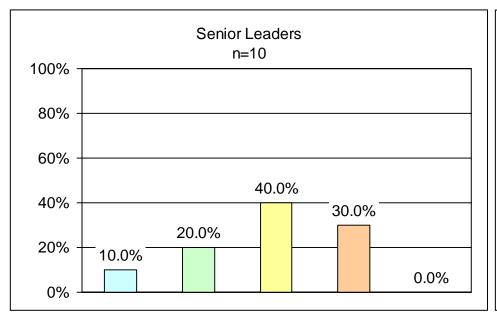


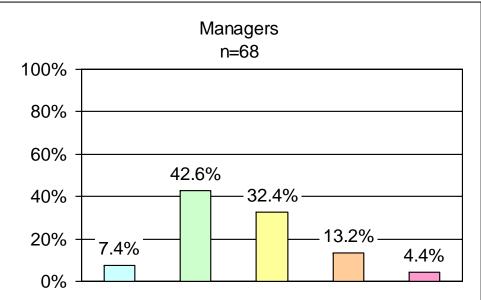


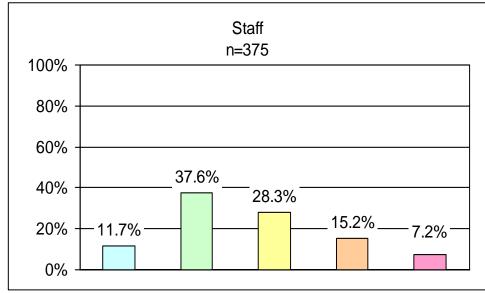
Question 7h – Business Results n=453 (80%)

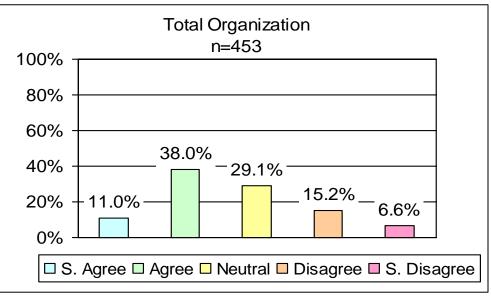
Our organization helps our employees help their community.

My organization helps me help my community.







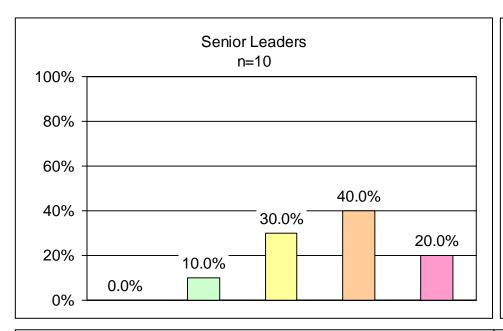


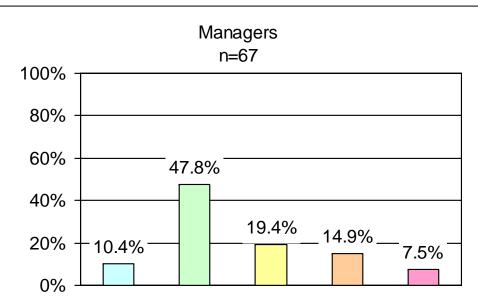
Question 7i – Business Results

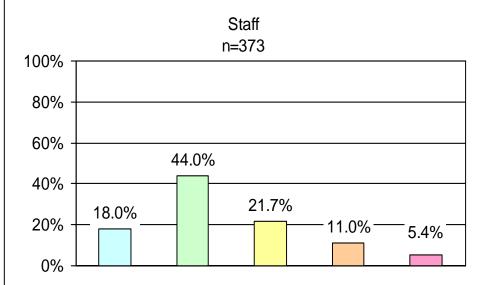
n=450 (80%)

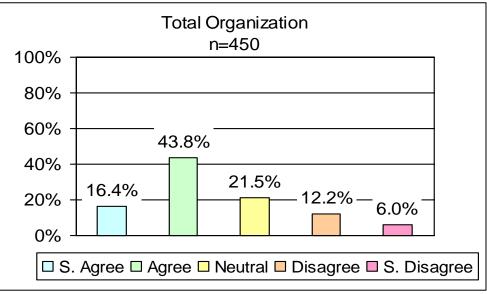
Our employees are satisfied with their jobs.

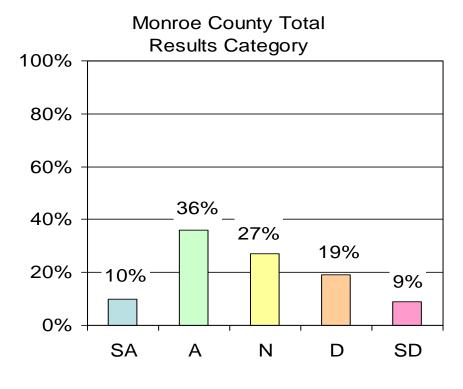
I am satisfied with my job.

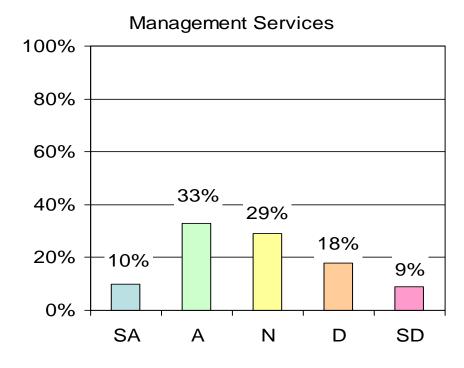


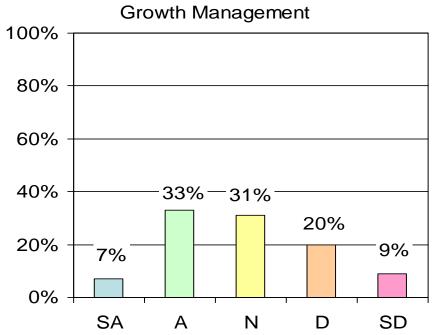


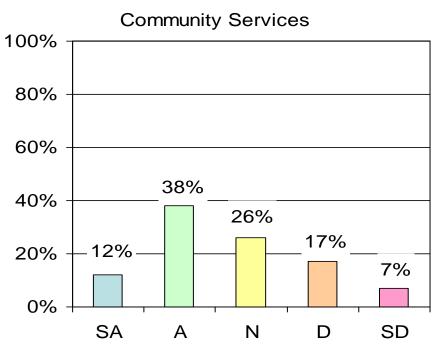


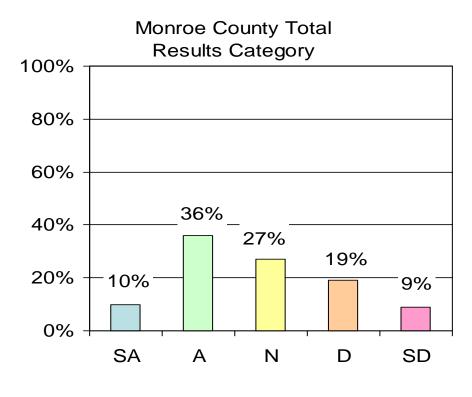


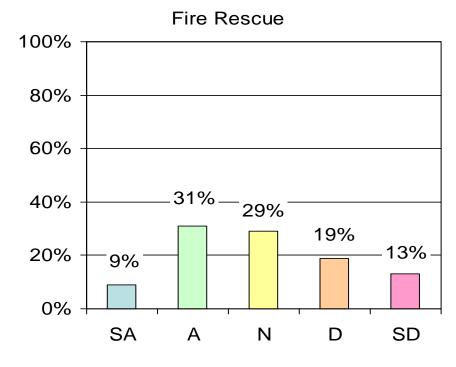


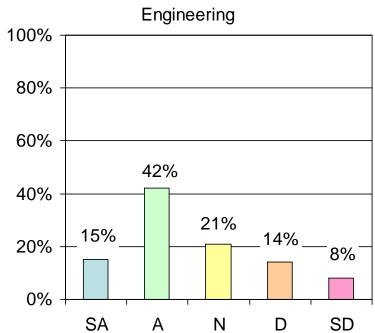


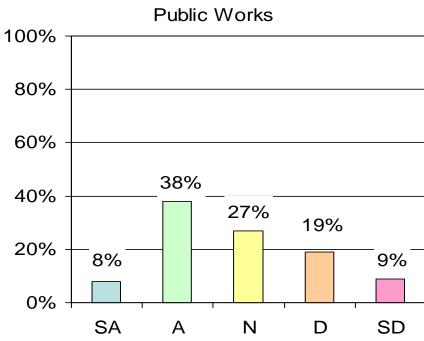


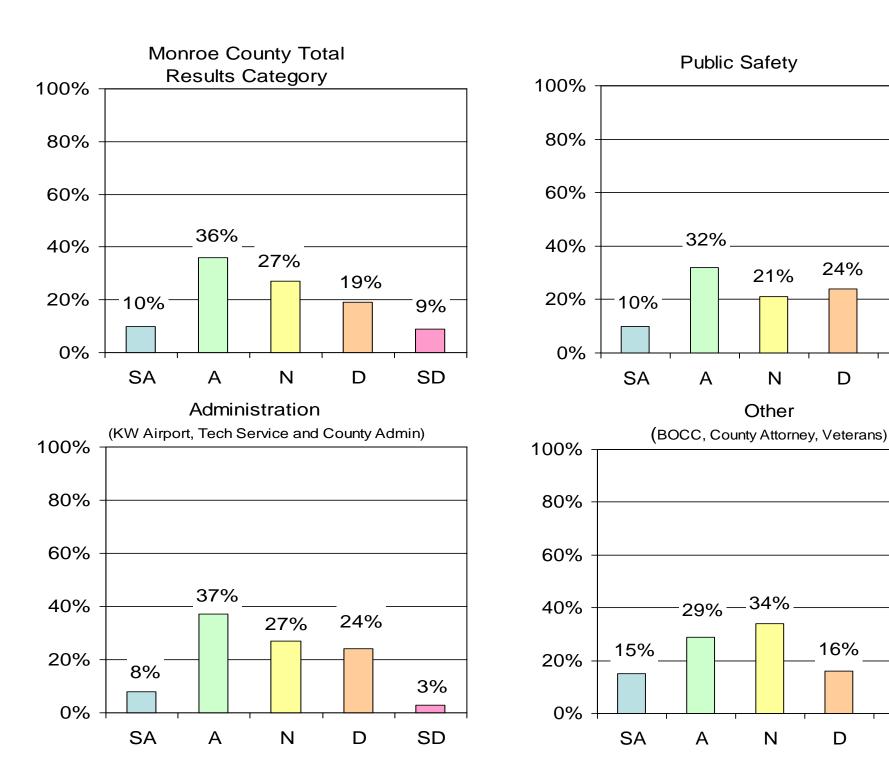












13%

SD

6%_

SD

Category Seven: Results Monroe County Overall Score Strongly Agree & Agree = 46%

